Michigan Municipal Executives
Summer Workshop

Charting a New Course for Michigan
From Austerity to Investment
The #SaveMIcity Strategy

Dan Gilmartin, CEO & Executive Director
Michigan Municipal League
An Unfortunate Continuum

1912
An Unfortunate Continuum

1953

We love where you live.
Michigan ranks **DEAD LAST** in investing in its communities.

**Growth in Municipal General Revenue**

*Source: Compiled from U.S. Census Bureau data*
Michigan ranks **DEAD LAST** in:

- Growth in Education Funding
- State Government Accountability and Transparency
- Growth in Community Investment
League’s Internal Philosophies – BHAG

Big Hairy Audacious Goals

Who you are (Values, Passions)

What the World needs

What you are really good at

– Jim Collins
Innovation and Reinvention

1. Disrupt
2. Own
3. Simplify
4. Connect
5. Move
Disrupt

• Push boundaries by demonstrating a willingness to reimagine fundamental assumptions. Try disrupting with a purpose. Purposefully disrupting the status quo creates an opportunity for growth.

“This doesn’t necessarily mean topple the apple cart, although there is a time and place for everything.”
- Mike Bills, Pure Reinvention
Anonymous text from Mike Bills, Pure Reinvention:

“In the reinvention process, you have to get comfortable with being uncomfortable.”

- Mike Bills, Pure Reinvention
• Disruption without ownership is—as you have probably experienced—increasingly counterproductive.

• The real reason to disrupt something is to throw it off center so you can guide it through the fray and into new territory.

• Owning the chaos caused by disruption of any type forces you to understand the problem—and motivates you to find a solution.

Press conference launching SaveMICity - March 2016

We love where you live.
SaveMICity Ownership Examples:

- League Board support—in concept & funding
- Half million dollars and growing in grant and in-kind support—C.S. Mott, Ralph C. Wilson, Jr. foundations
- Use of PR firms (Waymire, Vanguard, Resch)
- Use of advocacy firms (Midwest Strategy, MLC)
- Staff increase, legislative agenda, polling, news conferences, media outreach, web presence, videos, amicus briefs, original and legal research, bill drafting, dark stores
Simplify

• Simplify is the third fundamental to remind reinventors to apply thoughtful reduction to possible solutions.

• A process or methodology usually gets more complex over time. When a difficulty or new condition pops up, countermeasures are typically added to avoid the discomfort that the problem caused. Not using simple solutions slows everything down.
Simplify

“There are so many options, so much you can add to make things bigger, better and faster, that it’s easy to forget to simplify.”

- Mike Bills, Pure Reinvention
“… When (Proposal A) was passed, nobody anticipated 10 years or more of regressive degradation of property values, and the effect that has had, I think is measurable…” Reviewing Proposal A does not mean the Legislature will change it, Shirkey made clear, “but I think we have an obligation, it’s called oversight.”

- Senate Majority Leader Mike Shirkey, R-Clarklake

(Detroit News, March 4, 2019)
Connect

• The first three fundamentals are all about subtracting the obvious and adding the meaningful. Next you need to dust off your imagination to come up with new and different ways to connect your ideas to deliverables.

• The ideas that make you cringe and sigh are exactly the possibilities you should be exploring.
Connect

• The more out-there or overwhelming the ideas seem at first, the higher the probability that you’re on the road to uncovering something truly unique, exciting and sticky.

• To make these new connections, try taking a curious approach to traditional systems. Shifting away from obligatory answer-providing to thoughtful question-posing pushes you and your team to find more creative solutions. The magic is in the space that asking questions creates.
Connecting those you expect and those you don’t
Move

• To lead sustainable change, a reinventor has to create a movement, or rather, many movements. You need to move and be moved.

• Whether it’s closing the sale, designing a product or creating an unforgettable experience, if you want a reinvented outcome you have to move ideas into action.
Move:

“Real change is achieved by delivering on whatever it is you said you were going to do.”
- Mike Bills, Pure Reinvention

- All of the other Pure Reinvention fundamentals establish the momentum for your reinvention movement. A movement takes form when you have a group of people rallying behind an idea, or a mission.
Move: Changing the System

Invest, Attract, Grow

Our Four Solutions:

No. 1: Restore Michigan’s Investment in Our Communities

No. 2: Ensure the Property Tax System Tracks with the Economy

No. 3: Provide More Local Funding Options

No. 4: Reduce the Cost of Government

Learn more at SaveMICity.org

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Successes So Far … Changing the Narrative

• Dozens of articles on revenue sharing
• Shirkey comments
• Renaming of House Committee to include the words ‘Municipal Finance’
• Over 100 presentations to thousands of local key stakeholders
• Recent articles on value of local investment
• Statement on House floor to restore revenue sharing
• Panel at Mackinac Policy Conference 3 years in a row; Involvement with BLM
Successes So Far … Moving the Needle

Legislative Successes:

• Revenue sharing package of bills proposed
• OPEB reform/extensions
• Assessing reform
• Road funding debate
• Lawmakers who weren’t talking about this a few years ago are now talking about it.

Fundraising Successes: Nearly $500,000 in grants and in-kind contributions raised with additional support coming soon.
"Are our cities struggling because our state is not growing, or is our state not growing because our cities are struggling?"

- U.S. Congressman Dan Kildee
2019 Mackinac Policy Conference

Dan Kildee moderates 2019 MPC panel sponsored by Mott Foundation
Questions?
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