LEADING with Urgency

2020 ANNUAL REPORT
Cities Strong Together

The National League of Cities is the voice of America's cities, towns and villages representing more than 200 million people across the country.

Mission

To strengthen local leadership, influence federal policy and drive innovative solutions.
A Message
From Our Ceo

“Cities are the heartbeat of our nation. The opportunities and challenges facing our communities must be amplified in the race for the White House. We seek a federal partnership that will help us build a brighter future for all cities, towns and villages.”

What a Year 2020 Has Been.

The National League of Cities started our year focused on launching a strategic plan, planning for our 100th anniversary and celebrating the 20th anniversary of our Institute of Youth, Education and Families. Then, 2020 was turned upside down as our country and the world faced a global health pandemic. Our world changed – in ways that many of us could not imagine.

You responded as local leaders do and so did the National League of Cities. As local leaders you were on the frontline of responding to the unprecedented challenges of fighting a global pandemic, responding to social uprisings and fighting back a fast-moving economic recession.

You stepped up to secure personal protective equipment for your frontline workers, distribute food to the needy, and secure critical resources for your small businesses. The governance processes that you put in place provided ways for your residents to continue to trust that you govern with transparency and intentionality even when your City Halls were closed. But you needed a partner – and sadly, the federal government failed our local leaders in many ways this year.

At NLC, we recognized the need to pivot. We moved our 130-member staff to all-remote work to ensure consistent support for our members. We also launched monthly engagement calls with our members, hosted more than 228 webinars reaching more than 11,000 attendees, launched a policy tracker which has collected more than 3,000 policies from across the country and continue to work directly with many of you to learn your needs and produce timely and relevant resources.

It took extraordinary leadership to support our members and our employees and to advocate for cities, towns and villages. We advocated fiercely for your success by launching our Cities Are Essential campaign. Our bold advocacy efforts, in partnership with our State Municipal Leagues, have been focused on getting cities, towns and villages the support they need to recover and rebuild from the coronavirus pandemic.

We also supported municipal leaders as they responded to demands for racial justice from their residents. Our Race, Equity and Leadership (REAL) team worked with more than 30 state leagues on racial equity trainings and responded to calls for support and training by local leaders when their cities erupted in social uprisings. We developed new resources to help city leaders identify and address historical inequities and systemic racism within municipal policies and practices. NLC also worked with municipal leaders as they reimagined public safety and the relationship between law enforcement and Black, Indigenous and Communities of Color.

This year has shown us that even the best laid plans can quickly become irrelevant. But there is powerful opportunity to adapt and evolve. The 2020 Presidential election looked very different this year. But now that a president-elect has been announced, NLC is ready to work with the next administration and Congress to advocate for the priorities that are important to our cities, towns and villages – including getting direct relief for municipalities.

I want to thank each of our members for your leadership. This year has been a challenge for us all. But it has also given us a unique opportunity. An opportunity to re-imagine our cities and strengthen our communities.

Stay safe and healthy.

CLARENCE E. ANTHONY
CEO AND EXECUTIVE DIRECTOR
National League of Cities
2020 At A Glance

2,479 Members
310 Communities provided technical assistance
1,243 NLC University Executive Leaders Served
25+ New publications

23,000+ Mentions in the press reaching 50 million residents across the country

3,500+ Advocacy actions by local leaders
55 NLC University Executive Leadership Trainings
$15.6M New grant funding
Leading With Urgency

The issues facing our communities may be daunting, but local leaders must rise to the challenge - as they always have... Local leaders know the biggest challenges facing cities, towns and villages, and we are best set up to address them head on. We lead with urgency day in and day out.”

JOE BUSCAINO
NLC President and President Pro Tempore, Los Angeles City Council

The foundation of the National League of Cities and local leadership in 2020 was built on leading with a sense of great urgency. This was the personal charge of Joe Buscaino, NLC President and President Pro Tempore, Los Angeles City Council - and America’s local leaders exemplified this mindset when facing all the challenges of 2020.

Our 2020 Presidential Election Task Force, co-chaired by Mayors Eric Garcetti of Los Angeles and Francis Suarez of Miami, brought local leaders together to create the Leading Together 2020 Cities Agenda. The platform showcased bipartisanship, inclusivity, diversity, and a readiness to lead with urgency and expertise. President Buscaino’s theme, Leading with Urgency, established a foundation for the year that helped local leaders and their communities tackle COVID-19, direct relief, and the issues that matter most to residents.
This year illustrated the crucial role that the National League of Cities and State Municipal Leagues play in supporting America’s cities, towns and villages, as well as the importance and strength of their partnership.

Across the country, State Municipal Leagues stepped up to help local leaders face the unimaginable challenges of 2020. From working with municipalities to help them transition to governing online, fighting for relief funds from the state and joining with NLC in pushing Congress for federal resources for all cities, towns and villages regardless of population size, State Municipal Leagues have been instrumental at helping local elected officials and municipal staff respond and adapt to the extraordinary.

Since the beginning of the COVID-19 pandemic, the State Municipal League Executive Directors convened weekly to discuss the situation in their state, sharing best practices they were learning along the way. Then came time for the call to action – NLC launched the Cities are Essential campaign, and the State Municipal Leagues answered.

Together, NLC and the State Municipal Leagues rallied members and contacted 218 Senate and Congressional Offices. These are just a few illustrations of extraordinary leadership and bold advocacy on the part of the State Municipal Leagues during 2020.
Unprecedented Challenges

2020 has been a year like no other with unprecedented challenges for local leaders and our nation. A global health pandemic has changed the way we work, socialize, go to school and worship. A fast-moving economic recession created a precarious financial situation for many of our cities, towns and villages. Demands for racial justice within many communities have shone a light on historical inequities and systemic racism.

COVID-19

The National League of Cities’ members have been on the frontlines responding to the coronavirus pandemic. To support our members, NLC created a COVID Taskforce that coordinated the production of more than 100 resources, collecting best practices and connecting local leaders. Immediately created was the COVID Response weekly newsletter to help inform members of the latest information and resources they needed to help tackle this unprecedented time.

NLC also worked with partner organizations to highlight the work of mayors helping their communities respond through our On The Frontlines series, connecting local leaders so they could share best practices on our regional engagement webinars, and working with our State Municipal Leagues to demonstrate the devastating impact of the coronavirus pandemic on local communities.

ECONOMIC TURMOIL

The economic impact of COVID-19 has been devastating to local government and communities. The National League of Cities conducted four member surveys to better understand the financial reality for cities, towns and villages across the country. We learned that cities expected to see more than $134 billion in revenue losses this year and a total of $360 billion over the next three years. Across the country, more than 76% of cities and towns saw an increase in expenditures, many were forced to delay capital projects, infrastructure needs, and furlough employees.

The extraordinary financial challenge that local governments were facing had national consequences. NLC research showed that the nation’s recovery would be significantly delayed without direct aid for America’s cities, towns and villages.

RACIAL JUSTICE

The social uprisings that followed this summer’s death of George Floyd, the shooting of Breonna Taylor, amongst heartbreaking others, led to a national reckoning with race. Across the country, local leaders faced the reality of historical inequities in their community. To help local leaders think about these issues strategically and innovatively, NLC supported their efforts to dismantle systemic racism and address historical inequities in their community.

Our Race, Equity and Leadership (REAL) program hosted trainings with 30 of our State Municipal Leagues and has been developing enhanced trainings and resources for local leaders. In addition, NLC hosted intimate conversations among local leaders on race and re-imagining public safety. Our annual City Summit offered numerous workshops focused on racial equity and sharing best practices and resources that local leaders have been using and adopting to help them address systemic racism and inequities.
Unprecedented Challenges

SPOTLIGHT ON LAKE CHARLES, LA

“The Fiscal Impacts Of The Pandemic Have Certainly Been A Punch In The Gut... We Need A Hand And Not A Handout. This Is An American Problem.”

There Isn’t A Single Municipality In This Country That Hasn’t Suffered. We Need Congress, As A Whole, To Do Their Job Right Now Because People Need Help – Americans Need Help Right Now.”

MAYOR NIC HUNTER
Lake Charles, Louisiana

Unprecedented Challenges

SPOTLIGHT ON OREGON STATE LEAGUE

The City of Lake Charles Louisiana, faced extraordinary challenges on multiple fronts in 2020. While dealing with the COVID-19 pandemic, it was hit by Hurricane Laura and then Hurricane Delta within mere months of each other. In a year of disaster and unrest, it would have been all too easy for the City to have been overlooked but Lake Charles, led by Mayor Nic Hunter and supported by the National League of Cities, made its voice heard.

Lake Charles joined NLC in calling on the federal government to deliver much-needed COVID-19 and natural disaster relief. The story of struggle and tenacity of the City appeared on Fox News, NPR, CNN and The New York Times. Mayor Hunter advocated for aid not just for his community, but for all local governments across the nation which is critical in protecting our economy.

The League of Oregon Cities (LOC) has adapted and risen to the occasion multiple times in support of Oregon local leaders. The National League of Cities is honored to serve not only Oregon’s 241 cities, but also to partner with the League of Oregon Cities.

In addressing the COVID-19 pandemic, LOC launched weekly statewide coronavirus conference calls with hundreds of officials to help coordinate the critical partnerships being forged with state and federal officials and to make sense of the massive amount of information being coalesced on the LOC coronavirus resource page.

In addition, the staff and leadership of LOC provided critical support to municipalities to help stave off the devastating economic effects of the pandemic by launching emergency grant and loan programs for small businesses, fighting for funding from The Coronavirus Aid, Relief and Economic Security (CARES) Act at the state government level and diving headfirst into the NLC Cities Are Essential campaign for additional federal aid for all municipalities.

When Oregonians found themselves thrust into the forefront of a national reckoning on civil liberties, racial equity, and police brutality, LOC was ready to lead on another front. LOC’s Equity and Inclusion Committee had already been working on these issues. Coupled with their relationship with NLC’s REAL team, they were ready to get to work supporting communities grappling with these difficult conversations.

While confronting these simultaneous crises, wildfires swept through the state in September, killing at least 11 people, burning more than one million acres, and destroying more than 4,000 homes. LOC created a resource page on their website with up-to-date information from the state, including a Fire and Hotspot Dashboard and information from FEMA. Their statewide conference calls also pivoted to include updates on the wildfires. All of this took place as LOC staff worried about their own homes. In a true display of community, residents came together to support each other during the unimaginable.
Extraordinary Leadership

Unprecedented challenges must be met with extraordinary leadership and the National League of Cities and its members did not waste any time this year. It was evident in early March that as the coronavirus pandemic was sweeping the nation, local leaders needed resources right away, so NLC quickly developed resources, toolkits and data to best help local officials respond to the ensuing health crisis.

The coronavirus wasn’t the only crisis this year – NLC also stood alongside local leaders as they navigated and responded to calls from residents for racial equity. A big part of this conversation has also been supporting local leadership on re-imagining public safety and rethinking the relationship between law enforcement and Black, Indigenous, and Communities of Color.

This year also saw NLC and local leaders stepping up to get out the count for the decennial Census, even when traditional Get Out the Count methods could not be used because of the pandemic and the Census timeline was impacted. NLC provided toolkits, resources and guides to help leaders get the most accurate count they could. Despite its many challenges, the past year provided a chance for NLC to spotlight local leaders that have championed the causes of children, youth and families across the country. For the last twenty years, the National League of Cities through its Institute for Youth, Education and Families, has helped these leaders reimagine their roles in improving the well-being of its youngest residents and families in their communities.

Extraordinary Leadership

SPOTLIGHT ON NEWARK, NJ

With the social unrest and uprisings following the murders of George Floyd, Breonna Taylor and others at the hands of police, cities across the nation grappled with residents’ call to reimagine public safety in their communities.

The City of Newark New Jersey, with the support of the National League of Cities, doubled down in its efforts on public safety amid the turmoil. The City participated in NLC’s City Justice Policy Advisors Network (CJPAN), a peer learning network of city advisors to mayors on justice reform funded by the MacArthur Foundation. As part of their work with CJPAN, Newark has shared with their counterparts in other cities how they reallocated funds from their police budget to the newly launched office of violence prevention and also how they developed their community-led efforts to curb violence. Additionally, the City is working toward an impact civilian review board for police that includes subpoena power – a change that Newark Mayor Ras Baraka is taking to the supreme court in New Jersey.

Extraordinary Leadership

SPOTLIGHT ON MINNESOTA MUNICIPAL LEAGUE

As the death of George Floyd shook the state of Minnesota and the nation, the League of Minnesota Cities and the League of Minnesota Cities Insurance Trust responded with a renewed focus on racial equity and updated law enforcement policy. They understood the importance of a positive relationship between law enforcement and the community, so together they advocated for police reform measures and will continue to advocate for additional measures to promise equitable public safety outcomes. By creating additional resources and tools, the League supports its members in creating communities that are safer and more equitable for all Minnesotans.

In a year that was anything but average, the League worked in close partnership with the National League of Cities. The League of Minnesota Cities Executive Director Dave Unmacht served as the Chair of the State League Steering Committee and member of the Executive Committee.

NLC is grateful for his leadership during these unprecedented times.
America’s cities, towns and villages have stepped up in 2020 – as they always do – and the advocacy of thousands of local elected officials can be held up as a testament to that. Even before the outbreak of COVID-19, local elected leaders partnered with NLC, the 49 State Municipal Leagues, and key federal and private partners to take critical action and uplift local priorities onto the national stage.

Between the creation of the Leading Together 2020 Cities Agenda in late 2019 through to NLC’s fourth annual State Municipal League fly-in in February 2020, local leaders demonstrated a resolute commitment to a strong federal-local partnership to help move America forward in 2020. At a moment of deepening partisanship, local leaders worked tirelessly throughout the year, across party lines, to keep local priorities atop the national conversation.

In March, at the Congressional City Conference (CCC), that resolute commitment and partnership took greater shape in the face of unprecedented challenges. NLC’s officers and Board of Directors were invited to the White House to meet with Vice President Mike Pence to discuss the growing COVID-19 public health crisis. NLC as an organization and America as a nation had just begun tackling the COVID-19 pandemic, and the policy agenda that local leaders hoped to work on this year suddenly looked very different. And yet, what followed was a year of action, advocacy, tough conversations and decisions. Through all of it, America’s local leaders never stopped working to secure and restore the health and future of cities, towns and villages.

NLC launched the Cities Are Essential campaign in May, calling on the federal government to ensure there is flexible, direct relief provided to America’s municipalities in response to the pandemic. This national campaign included over 3,500 actions taken by local leaders and involved 218 Members of Congress in support of related legislation and 72 letters of outreach to Congressional and Administration leaders and garnered hundreds of stories covered by national media.

In September, NLC joined the COVID Relief Now Coalition, in partnership with over 300 major public and private sector organizations, calling on Congress to pass a bipartisan economic relief package. These efforts are a perfect encapsulation of what local leaders accomplished in 2020 and what they do day in and day out: adapt and address the pressing needs of their residents by any means necessary. NLC’s unparalleled advocacy will continue in 2021 – and beyond.

According to a recent NLC member survey of over 900 of America’s cities, towns and villages, communities are facing fiscal crises with real, lasting human impact. 90% have experienced a revenue decrease this year. 76% have experienced an expenditure increase due to COVID. This includes the cost of PPE and paying essential workers for overtime. The COVID-19 Recession Without direct local aid, Americans will continue to fight this pandemic with both arms tied behind their backs. The problems of this pandemic will not just go away. We need federal action to put America on the road to economic recovery. 71% of Cities, Towns and Villages believe their government’s condition will worsen if Congress does not pass another stimulus. More than half of all American cities, towns and villages indicated they believe their government’s economic outlook includes significant challenges in providing needed services to residents. Only 7% of cities that received CRF funds indicated that the funds adequately addressed their revenue shortfalls and unforeseen expenses. 21% revenues On average, revenues decreased by 21%. 17% expenditures On average, expenditures increased by 17%.
A challenging and unpredictable advocacy ask – of massive, flexible direct aid in response to a public health crisis – provided NLC members with a critical opportunity to examine the landscape of federal action and fill the need of local leadership on the national stage. Mayor Mark Shepherd of Clearfield, Utah was one of the key champions of the Cities Are Essential campaign – in his community, his state, and the United States as a whole.

Acting as vice-chair of the Finance, Administration and Intergovernmental Relations (FAIR) Committee, in addition to acting as a vocal champion of direct fiscal relief for cities, Mayor Shepherd worked alongside his peers in one of NLC’s seven advocacy committees to address the inequities laid bare by the pandemic. This year, the FAIR Committee committed to a broad range of policy amendments to aid cities, towns and villages, and the residences and businesses of those municipalities.

As the mayor of a smaller city, Mayor Shepherd elevated his community’s story, in hopes of driving the federal government to provide some financial relief for Clearfield and other cities like his. Mayor Shepherd joined NLC’s virtual Congressional briefing in June, in direct conversation with Senators Bill Cassidy (R-LA) and Bob Menendez (D-NJ), to help make the local case for urgent federal aid.

The economic situation is very dire in America due to the COVID-19 pandemic, and it would be far worse without the strength, advocacy and leadership of local elected officials like Mayor Mark Shepherd.

“Fiscally, as a city, trying to budget with a shortfall, this is the biggest moving target I’ve ever seen. Trying to plan has literally been an impossibility. We don’t know what to do with that loss of income. We’ve looked for relief and hoped for that relief in the first package. It went to large cities and not to small cities.”

-MARK SHEPHERD, Mayor, CITY OF CLEARFIELD, UTAH

In 2020, State Municipal Leagues were deeply involved in NLC’s largescale member engagement and advocacy campaign: Cities Are Essential. Since NLC’s inception, State Municipal Leagues have played a critical role in guiding NLC’s priorities and serving as a connector to all communities – and no league exemplified this charge more than the Georgia Municipal Association (GMA) did in 2020.

Early into the Cities Are Essential campaign, GMA solicited letters of support for the CARES Act from nearly 50 cities in Georgia, all sent directly to members of Congress. Members of GMA continued to be among the most active in NLC’s advocacy platform by sending letters, making calls, posting on social media and urging fellow local leaders and the American public to continue to push forward for direct state and local aid.

Organizing and creating dialogue are advocacy strengths of GMA. Executive Director, Larry Hanson led from the front, raising the profile of the campaign’s ask and municipal data, including a June virtual roundtable, on the topic of Federal Assistance to Local Governments in Response to COVID-19, co-hosted by Senators Bill Cassidy (R-LA) and Joe Manchin (D-WV).

In partnership with NLC, GMA hosted a virtual press conference in July, telling the critical on-the-ground stories in Georgia. GMA’s participation in the event allowed the state’s local leaders to discuss economic effects of the COVID-19 crisis specific to Georgia communities and residents, helping to build a remarkable local narrative to influence the state’s federal decision makers.

NLC’s advocacy movement will always look to the power and engagement of the State Municipal Leagues to preserve community priorities and strengthen hometown authority.

“Our request for help is not about ideology...Cities are Georgia’s economic centers; they are home to approximately 70% of jobs in the state and they account for over 90% of the GDP... If the federal government fails to support cities, the result will be setting back the nation’s economic recovery by years.”

-LARRY HANSON, Executive Director, GEORGIA MUNICIPAL ASSOCIATION
COVID-19: Local Action Tracker

NLC’s Center for City Solutions and Bloomberg Philanthropies teamed up to collect and share actions taken by local leaders in response to the COVID-19 Pandemic.

The scale of this global crisis is unprecedented and so is the scope of the local government response. These extraordinary efforts will have far-reaching implications to public health, municipal services, and local economies that we are only beginning to comprehend. The goal of the tracker is to ensure mayors, city leaders, and other local decision makers have the information they need to lead their communities through this crisis.

NLC aims to highlight and uplift the efforts of local leaders. By working together, we can take steps to ensure the health and safety of residents across the nation.

Advocacy in Action:
CITIES ARE ESSENTIAL BY THE NUMBERS

| 33 | Local and National Op-Eds and Letters to the Editor |
| 3,500+ | Actions Taken by Local Leaders |
| 2.26 | Million Impressions on Twitter |
| 8 | National and State Press Conferences Hosted or Participated in |
| 42 | All Member Emails, with an Average Open Rate Over 20% |
| 3 | Virtual Capitol Hill Briefings and 2 All-Member Calls hosted |
| 218 | Members of Congress Supporting Related Legislation |
| 72 | Outreach Letters to Congress and the Administration |
| 10 | Research Reports and Resources Produced with More Than 2,000 Downloads |

COVID-19: Local Action Tracker

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COVID-19: LOCAL ACTION TRACKER

3.2k Policies Tracked to Date
500 Distinct Cities
93.5M Population Impacted

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65% of cities are being forced to close or severely restrict services due to the pandemic. And of those cities, 40% are in communities where at least 50% of the population is Black or Hispanic.

These effects are being felt disproportionately in our communities of color:
- 49.1% of African American households
- 39.2% of Latinx households
- 35.6% of White households

The impacts are not only on residents, but on the workforce:
- 48.3% are businesses with 1-9 employees
- 39.3% are businesses with 10-49 employees
- 22.6% are businesses with 50-249 employees

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Institute for Youth Education and Families 20th Anniversary

Twenty years ago, at the National League of Cities’ Congress of Cities, then-Mayor Thomas M. Menino announced the formal launch of NLC’s Institute for Youth, Education, and Families (YEF).

Since then, the YEF Institute has guided thousands of municipal leaders across America to take bold actions, leading to better outcomes and greater equity for children, youth, and families in their communities. The Institute’s technical assistance engagements which ‘meet municipalities where they are,’ enhanced by far-reaching peer learning networks, have created and inspired promising practices that now drive sustained, local-level progress in serving residents.

Throughout its two decades, YEF has partnered with hundreds of local governments across the country to ensure early childhood success; expand access to high-quality education and afterschool programs; improve the health and well-being of families; connect youth and young adults to opportunities; and grow economic security for families.

During the month of October and during City Summit, NLC spotlighted the work of many to-date in building YEF into what it is today - the go-to place for local leaders to learn from each other, share best practices, and receive support and advice in their efforts to support children, youth and families.

Strong and healthy families are the backbone of our communities. They are the foundation of everything we do, and why we do it. The extraordinary times we find ourselves in have greatly increased the challenges our children and families are facing. This year served as an opportunity for the Institute and its partners to reflect and re-commit to the hard work ahead - building a future in which children and families are the top priority and serve as a foundation for building stronger communities.
COVID-19

Vote at Home: A City Leader’s Guide to Safe and Secure Voting in a Global Pandemic
City-Level Approaches to Spur Job Creation and Economic Opportunity to Improve Health and Equity through COVID-19

CITIES ARE ESSENTIAL

What COVID-19 Means for City Finances
The Human Costs of Local Fiscal Crises During COVID-19
City Fiscal Conditions 2020
Local Leaders are at the Frontline of Fighting the Coronavirus Pandemic (Member Survey, March 2020)
State of the Cities 2020
America’s Cities Need Aid Now (Survey Commissioned with Morning Consult)
Cities, Towns and Villages are Essential to America’s Economic Recovery One-Pager (Revenue Data Analysis)

Member Education + Best Practices

Principles of Home Rule for the 21st Century
New Guide: Restoring City Rights in the Era of Preemption
Place-Based Policies for America’s Innovation Economy
An Overview of Homelessness for City Leaders
City Housing Spending on the Rise: How Much is Intergovernmental Aid Helping?
Streets as Connectors: Pedestrian Zones in Cities
Finance 101: What You Need to Know About Municipal Finance
Cities Vote: Municipal Action Guide
Side-by-Side: Lessons Learned from 2020 Census and Voting Initiatives
The 2020 Census: Digital Preparedness Playbook
Preparing for the Public Sector Workforce of the Future
State and Local Partnerships for Cybersecurity: A State-by-State Analysis
Interventions for the Home Stretch: What City Leaders Can Still Do to Prepare for Election Day
Cities Reducing Child Hunger Through Communications Campaigns
Community Learning Hubs: Municipal Leadership to Support Education Requires Collective Action
Working Parents, Thriving Cities

Responding to Individuals in Behavioral Health Crisis via Co-Responder Models: The Roles of Cities, Counties, Law Enforcement, and Providers
City & County Leadership to Reduce the Use of Jails: Engaging Peers in Jail Use Reduction Strategies
Reducing the Use of Jails: Exploring Roles for City Leaders
Cities Connecting Children to Nature: Advancing Equity in Children’s Connections to Nature (in partnership with Children Nature Network)
Cities Connecting Children to Nature: Creating Systems Level Change Toolkit (in partnership with Children Nature Network)
Leading Together 2020 Cities Agenda – Executive Summary
Leading Together: Building Sustainable Infrastructure
Leading Together: Creating a Skilled Workforce
Leading Together: Ending Housing Instability and Homelessness
Leading Together: Reducing Gun Violence
Foundation Partners

Thank you to our corporate and foundation partners for their generous support.

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Foundation for Civic Leadership
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National Fish & Wildlife Foundation
National Veterans Intermediary
Pritzker Children’s Initiative
Robert Wood Johnson Foundation
Rural Community Assistance Partnership
Schmidt Futures
Surdna Foundation
The Democracy Fund
The Kresge Foundation
The Solar Foundation
The Vanguard Strong Start for Kids Program
The Wallace Foundation
U.S. Department of Energy
U.S. Department of Housing and Urban Development
U.S. Economic Development Administration
US Tennis Association
W.K. Kellogg Foundation
Walmart Foundation
Wells Fargo
Wells Fargo Housing Foundation
William Penn Foundation

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AIA
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Cigna
Cisco
CityHealth
Clear Channel Outdoor
Comcast
Edison Electric Institute
Grubhub
The Home Depot Foundation
IBTS
International Council of Shopping Centers
Jacobs
LinkedIn
Lyft
SAP Concur
Square
Stantec
Suez
T-Mobile
U-Haul International
UnitedHealthcare/Optum
Walgreens Company
Walmart
Waste Management
Waymo

Savings and Solutions Partners

Enterprise
Build America Mutual
CGI Communications
CVS Caremark
HomeServe
ICMA-RC
Polco
Lexipol
Public Finance Authority
SC Health
NLC’s leadership provides strategic direction and guidance for our federal advocacy, governance and membership activities throughout the year.

DENISE ADAMS
Councilmember, CITY OF WINSTON-SALEM, NC

CYNDY ANDRUS
Mayor, CITY OF BOZEMAN, MT

ROBIN ARREDONDO-SAVAGE, Councilmember, CITY OF TEMPE, AZ

GEOFFREY C. BECKWITH, Executive Director, MASSACHUSETTS MUNICIPAL ASSOCIATION

ELIZABETH CARR-HURST, Mayor, FAIRBURN, GEORGIA (Human Development Chair)

BRAD COLE
Executive Director, ILLINOIS MUNICIPAL LEAGUE

CAROLYN COLEMAN, Executive Director, LEAGUE OF CALIFORNIA CITIES

VALERIE COOPER, Council Member, BOROUGH OF NORRISTOWN, PA

DANIEL CORONA, Mayor, WEST WENDOVER, NV

HARDEE DAVIS, Mayor, AUGUSTA, GA

MARY DENNIS, Mayor, CITY OF LIVE OAK, TX

Cameron Diehl, Executive Director, UTAH LEAGUE OF CITIES AND TOWNS

Mark Douglas, Commissioner, SUNRISE, FLORIDA (Finance, Administration and Intergovernmental Relations Chair)

Bruce Duke, Councilmember, KETTERING, OH

Brandon Elefant, Councilmember, HONOLULU, HI (1yr. Term)

John Fogle, Councilmember, LOVELAND, COLORADO (Information Technology and Communications Chair)

John Gallagher, Executive Director, LOUISIANA MUNICIPAL ASSOCIATION

John Goodhouse, Council President, CITY OF TIGARD, OR

Derek Green, Councilmember, CITY OF PHILADELPHIA, PA

Heather Hall, Councilmember, CITY OF KANSAS CITY, MO

Larry Hanson, Executive Director, GEORGIA MUNICIPAL ASSOCIATION

Shannon Hardin, Council President, CITY OF COLUMBUS, OH

Don Hardy, Mayor, CITY OF KINSTON, NC

Jeanette Herron, Councilmember, BRIDGEPORT, CT

Deana Holiday Ingraham, Mayor, EAST POINT, GA

David Holt, Mayor, OKLAHOMA CITY, OK

Lindsey Horvath, Mayor, WEST HOLLYWOOD, CA

Tameka Isaac Devine, Mayor Pro Tem, CITY OF COLUMBIA, SC

Brent Jaramillo, Councilor, VILLAGE OF QUESTA, NM

Rusty Johnson, Mayor, CITY OF DCOEE, FL

Leo Longworth, Mayor, CITY OF BARTOW, FL

Corina Lopez, Councilmember, SAN LEANDRO, CA

David Luna, Councilmember, CITY OF MESA, AZ

Adam McGough, Deputy Mayor Pro Tem, CITY OF DALLAS, TX

Josh Moenning, Mayor, NORFOLK, NE

Richard Montgomery, Mayor Pro Tem, CITY OF MANHATTAN BEACH, CA

Tara Mosley Samples, Councilmember, CITY OF AKRON, OH

Salvatore Panto, Mayor, CITY OF EASTON, PA

Stephanie Piko, Mayor, CITY OF CENTENNIAL, CO

Sean Polster, Councilmember, WARRENTON, VA

Gary Resnick, Commissioner, CITY OF WILTON MANORS, FL

L. Lynn Rex, Executive Director, LEAGUE OF NEBRASKA MUNICIPALITIES

Andy Ryder, Mayor, CITY OF LACEY, WA

David Sander, Mayor, RANCHO CORDOVA, CALIFORNIA (Transportation and Infrastructure Services Chair)

Laurie-Anne Sayles, Councilmember, GAITHERSBURG, MD

Richard J. Schuettler, Executive Director, PENNSYLVANIA MUNICIPAL LEAGUE

Ellen Smith, Councilmember, OAK RIDGE (Tennessee, Energy, Environment and Natural Resources Chair)

Jake Spano, Mayor, CITY OF ST. LOUIS PARK, MN

Ty Stober, Councilmember, VANCOUVER, WASHINGTON (1yr. Term)

Craig Thurmond, Mayor, BROKEN ARROW, OKLAHOMA (Community and Economic Development Chair)

Gilbert Villegas, Alderman, CHICAGO, IL

Alan Wapner, Councilmember, ONTARIO, CALIFORNIA (Public Safety and Crime Prevention Chair)

Angelia Washington, Councilmember, JACKSONVILLE, NC (1yr. Term)

Chasity Wells-Armstrong, Mayor, KANKAKEE, IL

Steve Williams, Mayor, HUNTINGTON, WV

Officers:

President Joe Buscaino, President Pro Tempore, LOS ANGELES CITY COUNCIL

Second Vice President Vince Williams, Mayor, UNION CITY, GEORGIA

First Vice President Kathy Maness, Councilmember, LEXINGTON, SOUTH CAROLINA

Immediate Past President Matt Zone, Councilmember, CLEVELAND, OHIO
Financials

With 2020 consolidated revenues of $26.9 million for the National League of Cities and National League of Cities Institute, the League’s financial position remains strong and empowers us to sustain member services during the COVID-19 pandemic. NLC’s Futures Fund reserves of $18.7 million provide the working capital, rainy day support, and financial resources to make strategic investments in our future.

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONTRIBUTIONS AND CONTRACTS</td>
<td>9,294,422</td>
</tr>
<tr>
<td>MEMBERSHIP DUES</td>
<td>6,362,579</td>
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<tr>
<td>SERVICE FEES</td>
<td>3,764,792</td>
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<tr>
<td>CORPORATE PARTNERS/SPONSORSHIPS</td>
<td>3,855,762</td>
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<tr>
<td>ANNUAL CONFERENCES</td>
<td>2,183,239</td>
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<tr>
<td>INTEREST AND DIVIDENDS</td>
<td>749,779</td>
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<tr>
<td>OTHER</td>
<td>706,641</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$26,917,214</td>
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</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>FY2020</th>
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</thead>
<tbody>
<tr>
<td>INSTITUTE FOR YOUTH, EDUCATION AND FAMILIES</td>
<td>7,383,136</td>
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<tr>
<td>CENTER FOR CITY SOLUTIONS</td>
<td>5,978,221</td>
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<tr>
<td>RACE, EQUITY, AND LEADERSHIP</td>
<td>941,207</td>
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<tr>
<td>SUPPORTING SERVICES</td>
<td>6,249,571</td>
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<tr>
<td>STATE LEAGUE PROGRAMS</td>
<td>3,759,663</td>
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<tr>
<td>CONFERENCES</td>
<td>2,902,836</td>
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<td>FEDERAL ADVOCACY</td>
<td>2,309,615</td>
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<tr>
<td>COMMUNICATIONS AND MEMBERSHIP PROGRAM</td>
<td>1,690,353</td>
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<tr>
<td>STRATEGIC PARTNERSHIPS</td>
<td>541,901</td>
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<tr>
<td>CONSTITUENCY GROUP PROGRAMS</td>
<td>425,097</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$32,181,600</td>
</tr>
</tbody>
</table>

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### Revenue

- **Contributions and Contracts**: 34.5%
- **Membership Dues**: 23.6%
- **Service Fees**: 14.0%
- **Corporate Partnerships/Sponsorships**: 14.3%
- **Annual Conferences**: 2.6%
- **Interest and Dividends**: 1.3%
- **Other**: 3.4%

### Expenses

- **Constituency Group Programs**: 19.4%
- **Strategic Partnerships**: 11.7%
- **Supporting Services**: 18.6%
- **Center for City Solutions**: 7.2%
- **Federal Advocacy**: 5.3%
- **Race, Equity and Leadership**: 2.9%
- **Communications and Membership Programs**: 1.7%
- **Institute for Youth, Education and Families**: 1.3%
- **Conferences**: 9.0%

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2020 Annual Report | NLC
Contact Info

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