



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."



CLARENCE E. ANTHONY
Chief Executive Officer

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

25+

New
publications

23,000+

Mentions in the press

reaching

50 million

residents across
the country

1,243

NLC University Executive
Leaders Served

3,500+

Advocacy actions by
local leaders

55

NLC University
Executive Leadership
Trainings

\$15.6M

New grant
funding



Leading With Urgency



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.

“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*





Strong State League Leadership

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.



In 2020, local leaders have been at the front lines of historic crises that include a global pandemic, a devastated economy and demands for long-due racial justice.

ECONOMIC TURMOIL

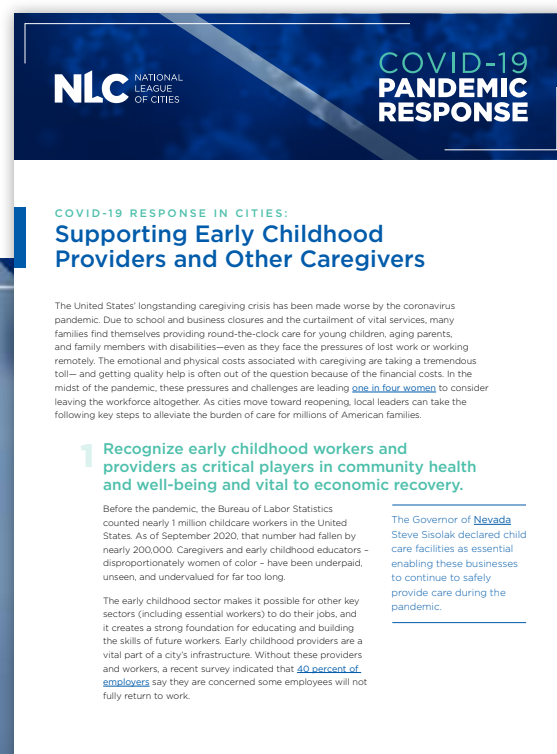
The economic impact of COVID-19 has been devastating to local government and communities. The National League of Cities conducted four member surveys to better understand the financial reality for cities, towns and villages across the country. We learned that cities expected to see more than \$134 billion 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 and tensions between law enforcement and Black, Indigenous and Communities of Color. 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.



COVID-19 PANDEMIC RESPONSE

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

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.

Unprecedented Challenges

SPOTLIGHT ON OREGON STATE LEAGUE

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.

Bold Advocacy

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.

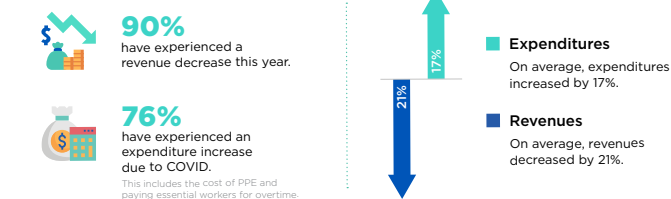


The COVID-19 Recession

Without direct local aid, Americans will continue to fight this pandemic with both arms tied behind their backs.

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.

Of those negatively impacted by COVID



The Economy and Cities: WHAT AMERICA'S LOCAL LEADERS ARE SEEING



Local leaders understand the needs of their residents and are best positioned to make emergency management decisions related to allocation of resources.

The federal government MUST act to ensure every city, town and village impacted by this pandemic—regardless of size—has direct access to emergency funding.

UNDER THE CURRENT CARES ACT:



MUNICIPALITIES OF ALL SIZES WILL FEEL THE ECONOMIC IMPACT OF COVID-19.



COVID-19 PANDEMIC RESPONSE

Local Leaders in Action: A RESPONSE FROM AMERICA'S CITIES, TOWNS AND VILLAGES

Local elected officials across America are stepping up and thinking ahead to respond to the Coronavirus Pandemic.

LOCAL LEADERS ARE SUCCESSFULLY COLLABORATING AND COORDINATING WITH OTHER ORGANIZATIONS



COMMUNITIES ARE TAKING ACTION NOW TO MITIGATE THE SPREAD OF COVID-19



TO SUPPORT THOSE MOST VULNERABLE IN THE COMMUNITY, LOCAL LEADERS ARE STEPPING UP TO HELP



* The National League of Cities COVID-19 Action Survey was conducted in partnership with KPA LLC to assess the experiences of local government managers and elected officials as they lead and



Bold Advocacy

SPOTLIGHT ON CLEARFIELD, UTAH

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

Bold Advocacy

SPOTLIGHT ON GEORGIA MUNICIPAL ASSOCIATION

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.

COVID-19: LOCAL ACTION TRACKER

A BLOOMBERG PHILANTHROPIES PROJECT, POWERED BY NLC

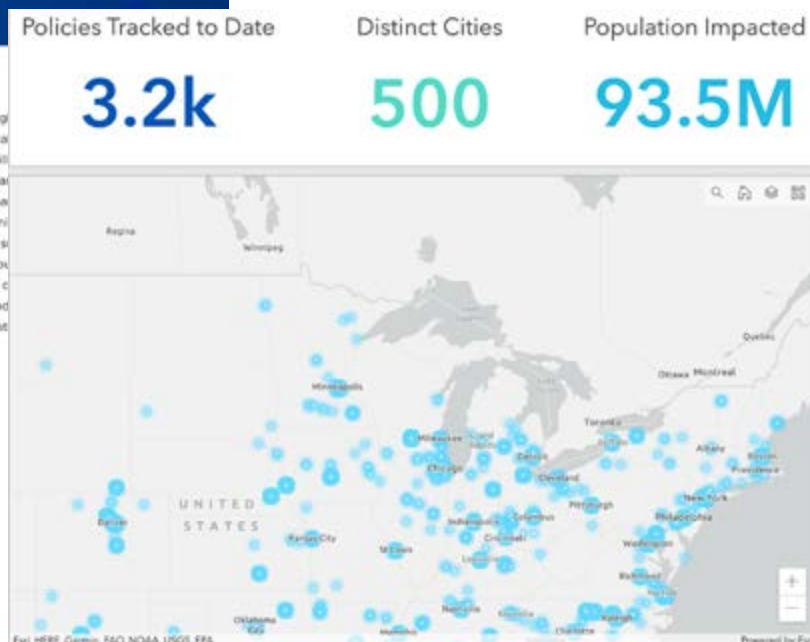
RESOURCES > COVID-19 LOCAL ACTION MARCELA-TEST-V2

IN PARTNERSHIP WITH
Bloomberg Philanthropies

The National League of Cities and Bloomberg Philanthropies have 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. Our goal is to ensure mayors, city leaders, and other local decision makers have the information they need to lead their communities through this crisis.

We aim to highlight efforts of local leaders to share their own communities' ask that you click the button 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



2.26

Million Impressions on Twitter



218

Members of Congress Supporting Related Legislation



3,500+

Actions Taken by Local Leaders



8

National and State Press Conferences Hosted or Participated in



72

Outreach Letters to Congress and the Administration



42

All Member Emails, with an Average Open Rate Over 20%



3

Virtual Capitol Hill Briefings and 2 All-Member Calls hosted



10

Research Reports and Resources Produced with More Than 2,000 Downloads



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.

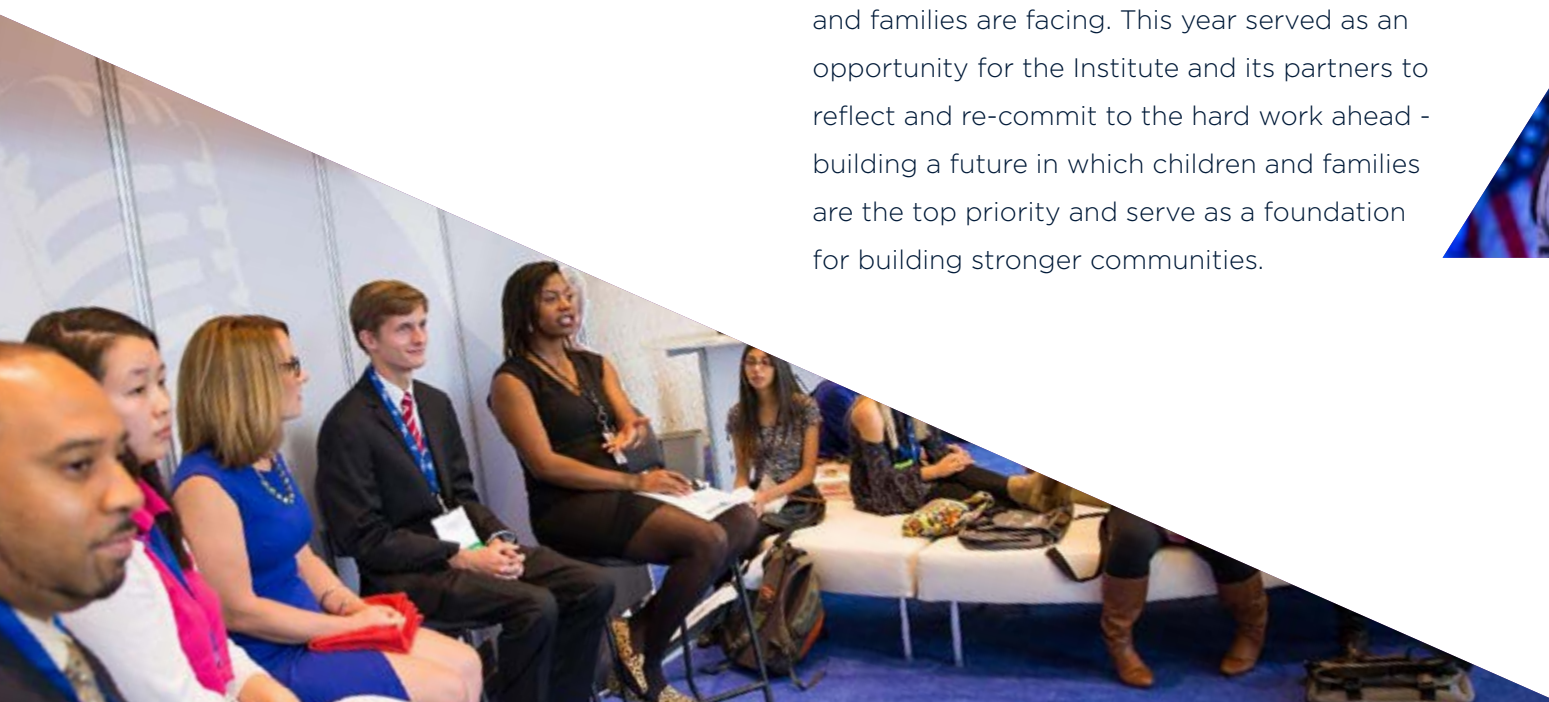
During the month of October and during City Summit, NLC spotlighted the work of many to-date in building YEF into what it is today – the go-to place for local leaders to learn from each other, share best practices, and receive support and advice in their efforts to support children, youth and families.

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.



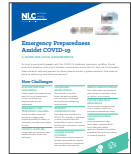
NLC NATIONAL LEAGUE OF CITIES
INSTITUTE FOR YOUTH, EDUCATION, AND FAMILIES

Celebrating **20** Years
IYEF



Member Education Materials

COVID-19



Emergency Preparedness Amidst COVID-19: A Guide for Local Governments
[Read](#)



Addressing Student Reengagement in the Time of COVID-19 - Resource Guide
[Read](#)



Vote at Home: A City Leader's Guide to Safe and Secure Voting in a Global Pandemic
[Read](#)



City-Level Approaches to Spur Job Creation and Economic Opportunity to Improve Health and Equity through COVID-19
[Read](#)

CITIES ARE ESSENTIAL



What COVID-19 Means for City Finances



Myths and Truths About Providing Federal Assistance to State and Local Governments



The Human Costs of Local Fiscal Crises During COVID-19



Local Leaders are at the Frontline of Fighting the Coronavirus Pandemic (Member Survey, March 2020)



City Fiscal Conditions 2020



State of the Cities 2020



America's Cities Need Aid Now (Survey Commissioned with Morning Consult)



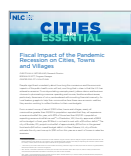
The Economy and Cities: What America's Local Leaders Are Seeing (in partnership with U.S. Conference of Mayors)



Our National Economic Recovery is at Risk (Member Survey, June 2020)



Cities, Towns and Villages are Essential to America's Economic Recovery One-Pager (Revenue Data Analysis)



Fiscal Impact of the Pandemic Recession on Cities, Towns and Villages

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: Systems Change Measurement Toolkit (in partnership with Children Nature Network)

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)

Cities Connecting Children to Nature: Discussion Paper – Current State and Prospects for Advancing & Sustaining Systems Change for Children's Equitable Access to Nature (in partnership with Children Nature Network)

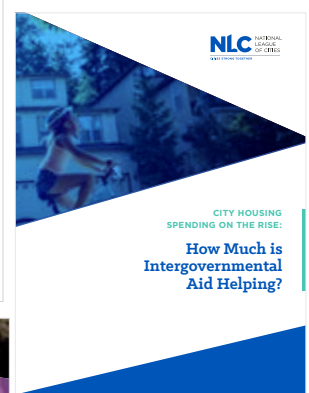
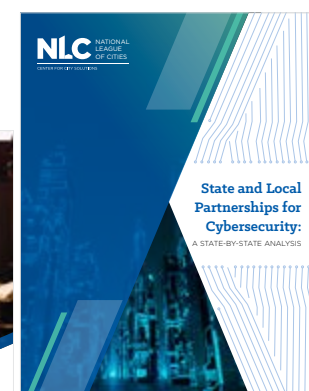
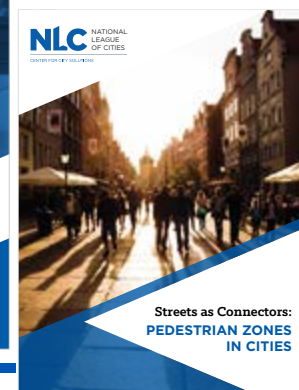
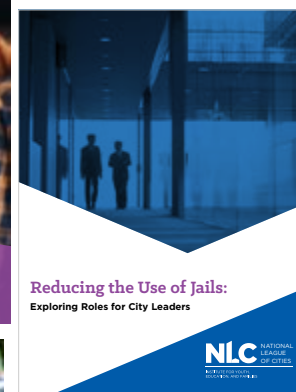
Leading Together 2020 Cities Agenda – Executive Summary

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.

| | |
|---|--|
| Annie E. Casey Foundation | National Fish & Wildlife Foundation |
| Arnold Ventures | National Veterans Intermediary |
| Bezos Family Foundation | Pritzker Children's Initiative |
| Bill & Melinda Gates Foundation | Robert Wood Johnson Foundation |
| Bloomberg Philanthropies | Rural Community Assistance Partnership |
| Bob Woodruff Foundation | Schmidt Futures |
| Boston Medical Center | Surdna Foundation |
| Center for Community Progress | The Democracy Fund |
| Charles Stewart Mott Foundation | The Kresge Foundation |
| Citi Community Development | The Solar Foundation |
| de Beaumont Foundation | The Vanguard Strong Start for Kids Program |
| Democracy at Work Institute | The Wallace Foundation |
| Democracy Fund | U.S. Department of Energy |
| Doris Duke Charitable Foundation | U.S. Department of Housing and Urban Development |
| ECMC Foundation | U.S. Economic Development Administration |
| Ewing Marion Kauffman Foundation | US Tennis Association |
| Ford Foundation | W.K. Kellogg Foundation |
| Foundation for Child Development | Walmart Foundation |
| Foundation for Civic Leadership | Wells Fargo |
| Home Depot Foundation | Wells Fargo Housing Foundation |
| J.P. Morgan Chase Foundation | William Penn Foundation |
| Jewish Communal Fund | |
| John D. and Catherine T. MacArthur Foundation | |
| JPB Foundation | |

Corporate Partners



CAPSTONE

| | | |
|--------|---------------------|--------------------|
| AARP | Enterprise Holdings | Tyler Technologies |
| Accela | Esri | Wells Fargo |
| Amazon | Expedia Group | PayPal |

EXECUTIVE

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

Savings and Solutions Partners

| | |
|----------------------|--------------------------|
| Enterprise | ICMA-RC |
| Build America Mutual | Polco |
| CGI Communications | Lexipol |
| CVS Caremark | Public Finance Authority |
| HomeServe | SC Health |

2019-2020 Board Of Directors

NLC's leadership provides strategic direction and guidance for our federal advocacy, governance and membership activities throughout the year.

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CITY OF WINSTON-SALEM, NC

CYNDY ANDRUS
Mayor,
CITY OF BOZEMAN, MT

ROBIN ARREDONDO-SAVAGE, *Councilmember,*
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MASSACHUSETTS MUNICIPAL
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Executive Director,
LEAGUE OF CALIFORNIA CITIES

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AUGUSTA, GA

MARY DENNIS,
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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
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KETTERING, OH

BRANDON ELEFANTE,
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JOHN FOGLE, *Councilmember,*
LOVELAND, COLORADO
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LOUISIANA MUNICIPAL
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PHILADELPHIA, PA

HEATHER HALL,
Councilmember, CITY OF
KANSAS CITY, MO

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CITY OF KINSTON, NC

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BRIDGEPORT, CT

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OKLAHOMA CITY, OK

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OAK RIDGE (Tennessee, Energy,
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VANCOUVER, WASHINGTON
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Councilmember,
JACKSONVILLE, NC (1yr. Term)

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KANKAKEE, IL

STEVE WILLIAMS, *Mayor,*
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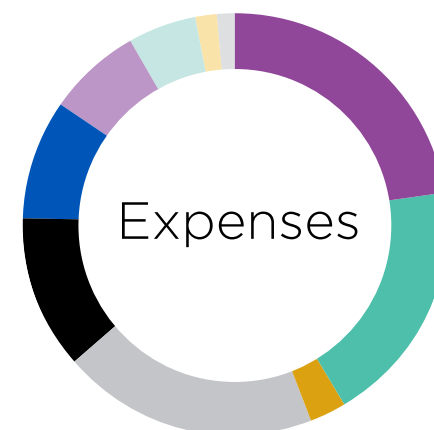
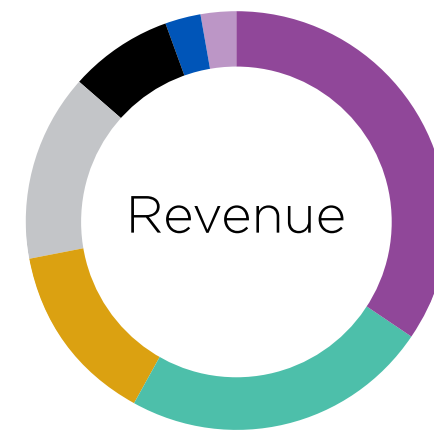


Financials

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.

| REVENUE | FY2020 |
|---------------------------------|-------------------|
| CONTRIBUTIONS AND CONTRACTS | 9,294,422 |
| MEMBERSHIP DUES | 6,362,579 |
| SERVICE FEES | 3,764,792 |
| CORPORATE PARTNERS/SPONSORSHIPS | 3,855,762 |
| ANNUAL CONFERENCES | 2,183,239 |
| INTEREST AND DIVIDENDS | 749,779 |
| OTHER | 706,641 |
| | 26,917,214 |

| EXPENSES | FY2020 |
|---|-------------------|
| INSTITUTE FOR YOUTH, EDUCATION AND FAMILIES | 7,383,136 |
| CENTER FOR CITY SOLUTIONS | 5,978,221 |
| RACE, EQUITY, AND LEADERSHIP | 941,207 |
| SUPPORTING SERVICES | 6,249,571 |
| STATE LEAGUE PROGRAMS | 3,759,663 |
| CONFERENCES | 2,902,836 |
| FEDERAL ADVOCACY | 2,309,615 |
| COMMUNICATIONS AND MEMBERSHIP PROGRAM | 1,690,353 |
| STRATEGIC PARTNERSHIPS | 541,901 |
| CONSTITUENCY GROUP PROGRAMS | 425,097 |
| | 32,181,600 |





Contact Info



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