

NLC DELIVERS

2021 ANNUAL REPORT



NLC NATIONAL
LEAGUE
OF CITIES
CITIES STRONG TOGETHER



Our Mission

Relentlessly advocate for, and protect the interests of, cities, towns and villages by influencing federal policy, strengthening local leadership and drive innovative solutions.

What We Believe



Cities, towns, and villages drive this country.



Cities are where problems get solved – from the most complex to the most routine.



Innovation is essential for sustained prosperity.



Local expertise, democracy, equity and sustainability are essential to our future.



Municipal leaders listen to every voice and serve every citizen.



Municipalities provide leadership on both intractable challenges and unexpected crises.



A Message From Our CEO

In 2021, the National League of Cities delivered for our members and cities, towns and villages across America. While there is no doubt that the past year has been challenging, it has also been a transformative one for NLC. Our organization has always been a leader on the frontlines of American life, working with and supporting our country's incredible local government leaders and advocating for them in the White House and halls of Congress. This year, as cities, towns and villages across the country worked tirelessly to rebuild and recover from the COVID-19 pandemic, our work was more critical than ever. Local governments were hit hard by devastating fallout of the pandemic, and the consequences of failing to secure federal assistance for them would have been catastrophic. So, as we always do, we got to work.

We continued our Cities Are Essential campaign, in partnership with our State Municipal Leagues to uplift the fiscal reality for cities, towns and villages and the vital work that local leaders were doing to help their citizens weather the effects of COVID-19. In March, after months of fighting for relief for our members, Congress passed the American Rescue Plan Act (ARPA), providing billions in funding to help local leaders continue their life-saving work in their communities.

Securing COVID relief was just the beginning. In 2021, the National League of Cities also continued to lead the way in delivering critical advocacy on issues such as infrastructure, workforce development, housing and rental assistance, public safety and racial equity in all aspects of American life. As a result, our organization has become a go-to resource for media and lawmakers alike to understand the most significant issues facing American communities today.

From speaking out in the media to organizing briefings with members of Congress and other key stakeholders on Capitol Hill, the National League of Cities worked hard day in and day out to help ensure that the critical role of our country's local governments was never overlooked, and that our policy priorities were always part of the discussion.

We've come a long way since January. Vaccines are giving our communities hope and a path forward towards ending the pandemic, and the country's economy is steadily recovering. Our country is only as strong as its cities, towns and villages, and while there is much more work to do, NLC will continue to stand with them into 2022 and beyond.



CLARENCE E. ANTHONY
CEO AND EXECUTIVE DIRECTOR
National League of Cities

Securing Direct Aid Through the American Rescue Plan Act

Following an aggressive Cities Are Essential campaign that began in 2020, the National League of Cities successfully secured \$65 billion in direct, flexible aid from Congress for its members through the passage of the American Rescue Plan Act (ARPA) in March.

After a long fight in 2020, we engaged in a full-court press at the start of 2021 to finally bring these funds to cities, towns and villages. NLC organized press conferences featuring local leaders to reiterate the outsized impacts the pandemic had on small municipalities excluded from previous aid packages, placed opinion editorials from local leaders telling their cities' stories, and secured significant favorable media coverage of the 2021 Congressional Cities Conference, which coincided with the one-year anniversary of the nation's first shutdowns. Throughout all of this, NLC continued to engage lawmakers on Capitol Hill, urging them to swiftly pass ARPA.

Just as we emphasized throughout the Cities Are Essential campaign, the federal funding we secured has proven to be critical to local governments. Direct aid and federal grants have allowed local governments to fill budget gaps and maintain vital services, complete or restart stalled infrastructure projects that will deliver massive benefits to communities and their residents, and continue funding the public health initiatives that will help America emerge from the pandemic.

We are grateful to all our partners, including the 172 organizations that joined our coalition, our state municipal leagues partners, and our corporate partners who supported the Cities Are Essential campaign and helped us successfully deliver for America's cities, towns and villages.



FEDERAL ADVOCACY BY THE NUMBERS



59

Bills introduced since Oct 2020 that NLC supports



340

Actions Taken by Local Leaders



15

All Member Calls



110

Website Articles in NLC.org



7

Testimonies in Committee Hearings



380

Members of Congress

Supporting Related Legislation: 64 Senators and 317 Representatives supporting those bills



13

Capitol Hill Briefings



11

Outreach Letters to Congress and the Administration

Navigating COVID Relief

While securing funding for local governments through ARPA was a major success, it was only one step on the road to recovery from the pandemic. NLC immediately got to work to ensure our members could make the most of the funds allocated to them. In many cases, federal rules regarding the distribution and acceptable use of ARPA funds were unclear, and local governments needed a strong partner in the federal government to help navigate this once-in-a-generation opportunity to get back on their feet. Recognizing this, NLC communicated directly with the Treasury Department to clarify its guidance on the use of funds by cities and to advocate for policy changes that would benefit NLC members.

In addition to the roughly \$65 billion in direct funding to local governments, the federal government also provides competitive grants for local housing, health care, technology modernization, education, workforce, transportation and economic development

needs. These grants presented an opportunity for local leaders to address issues affecting their communities that had been exacerbated by the pandemic, such as aging infrastructure and unaffordable housing.

However, it is not enough to simply allocate the funds. The federal grant process is complex and challenging, particularly for small- and medium-sized local governments, and so NLC launched its ARPA technical assistance grant navigation program to assist local governments in collecting the necessary data and apply for these federal grants

This technical assistance began as a pilot program assisting local leaders in Arkansas, Louisiana, Mississippi, and Alabama, but has since expanded to reach more than a quarter of the U.S. population in 13 states. The program has proven to be a vital resource to our local government partners, and we hope to scale it nationwide as cities, towns and villages continue to deploy federal funds to rebuild their communities.

Advocating for Infrastructure



After the conclusion of the Cities Are Essential campaign, NLC launched efforts to secure federal financing for other major city budget needs and policy priorities, with a specific focus on investments in local infrastructure. Data compiled by NLC illustrated that infrastructure spending was strongly impacted by budgetary restrictions brought on by the pandemic, with 65% of municipalities delaying or canceling projects entirely.

To address this growing concern, NLC worked directly with its members and partner organizations to prioritize local government needs in ongoing congressional discussions about infrastructure spending. In March, we sent a letter to the White House and Congress outlining NLC's policy priorities and willingness to collaborate on a bipartisan infrastructure spending package. In April, then-NLC President Kathy Maness wrote an opinion editorial outlining our infrastructure priorities and urging bipartisan support for President Biden's infrastructure proposal for Roll Call, an outlet which is widely read on Capitol Hill.

We also uplifted the voices of local leaders through a series of video testimonials discussing what local officials were doing to address the infrastructure needs of their communities, tying those needs directly to NLC's priorities for any final infrastructure legislation. To continue injecting local leaders' voices into the broader

conversation, we also developed opinion editorials to accompany the testimonials, emphasizing the importance of investments in ports and transit, water infrastructure, broadband accessibility, workforce development, and road maintenance.

NLC also engaged with partner organizations that had a vested interest in the passage of a comprehensive infrastructure package. In May, we held a webinar alongside United for Infrastructure featuring local and national leaders discussing how to build equitable infrastructure. We placed opinion editorials in outlets across the country jointly authored by local leaders and private companies or trade associations, such as the American Society of Civil Engineers in Buffalo, New York and Minneapolis, Minnesota, the Association of Equipment Manufacturers in Milwaukee, Wisconsin and the Vermeer Corporation in Des Moines, Iowa.

Most notably, in July we sent a letter from more than 400 NLC members urging leaders in Congress to pass a comprehensive infrastructure package, which the White House itself shared as part of its push for infrastructure legislation. Thanks in part to our efforts, Congress has passed the Infrastructure Investment and Jobs Act, which includes \$550 billion in new federal investments in America's infrastructure. Now, with renewed federal support behind us, local governments are ready to get to work and rebuild.



Research Spotlight

Throughout this year, NLC has continued to conduct and compile research and data to help quantify, drive and accurately inform our policy priorities and advocacy agenda.

For example, while the infrastructure debate in Washington, D.C. continued, NLC released *“Hard-to-Fill Infrastructure Jobs: A Challenge to Building Our Future,”* which raised concerns about the ability of the labor market to meet the historic demand that infrastructure legislation is expected to create.

The report found that the roughly 650,000 open infrastructure jobs make up a sizeable portion of all job postings nationwide and that 30% of those are significantly harder to fill than jobs in other industries, demonstrating the importance of federal investment in workforce development programs to support our country’s infrastructure priorities. Many American workers simply do not have access to the skills training and development programs necessary to build experience for higher level positions, limiting career pathways to

higher and more stable employment and pay. The report provided statistical evidence to support NLC’s policy priorities, providing data that underpinned meaningful discussions with lawmakers that will advance the interests of workers in America’s cities, towns and villages.

NLC research also demonstrated to policymakers just how critical federal funding has been as local governments recover from the devastating impact of COVID. Our annual City Fiscal Conditions survey, released in October, collected data from cities of all sizes across the country to quantify the impact of federal relief funds such as ARPA on municipal budgets. The survey found that 81% of city finance officers cited federal aid as having the most positive impact on their budgets for the fiscal year, playing an essential role in creating a more positive economic outlook for the country. This data painted a clear picture for policymakers in Washington, D.C. that the nation’s economic recovery from the pandemic begins on the Main Streets of our cities, towns and villages.

Equity in Everything We Do

Equity is a guiding principle for NLC in everything we do. In 2021, we have focused on developing assistance to help local governments center equity in the rollout of ARPA funds and other COVID relief programs, such as emergency rental assistance.

The emergency COVID measures implemented by many state and local governments unintentionally resulted in lost wages and other unavoidable harms to millions of families, particularly those with the lowest incomes. This was exacerbated by an already-looming eviction crisis, threatening the lives and livelihoods of residents across the country. NLC advocated for the direct intervention of state and local governments under the federal Emergency Rental Assistance Program; however, Black, Latinx, and Indigenous communities have been disproportionately impacted, and without explicitly centering equity, these programs can underserve renters of color.

To help local governments navigate complex federal funding procedures while still balancing the needs of the residents who most needed

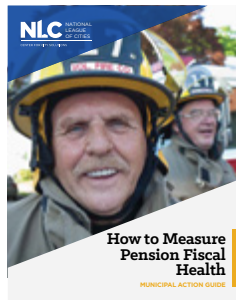
assistance, NLC published research and numerous blog posts detailing strategies for local governments to equitably distribute funding. These best practices include implementing mediation programs prior to eviction, partnering with trusted community organizations, conducting intake at critical points of intervention in their communities, and translating communication materials into multiple languages.

Our efforts were not limited to the Emergency Rental Assistance Program. NLC also worked to ensure all other COVID relief resulted in equitable outcomes, such as through our ARPA grant navigation program. We undertook an unprecedented national data collection effort to identify hyper-local, data-informed solutions local leaders were implementing across the country. As part of this process, NLC also measured the impact of dollars deployed by local governments to identify and enable policies that will lead to the most equitable outcomes for their communities.

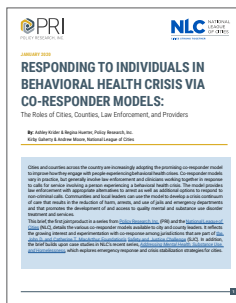


Tools and Resources

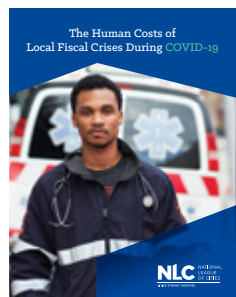
REPORTS



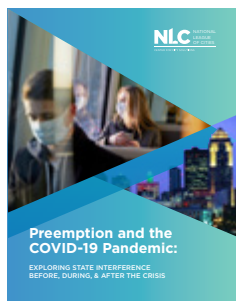
[Pension Fiscal Health and How to Measure it](#)



[Responding to Individuals in Behavioral Health Crisis via Co-Responder Models: The Roles of Cities, Counties, Law Enforcement, and Providers](#)



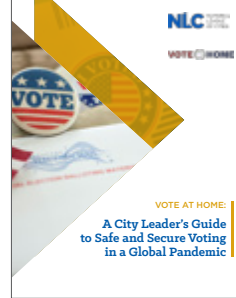
[The Human Costs of Local Fiscal Crises During COVID-19](#)



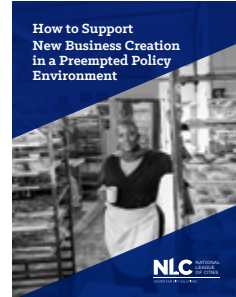
[Preemption and the COVID-19 Pandemic](#)



[Building Blocks for Success](#)



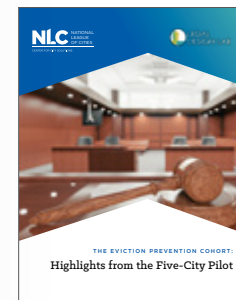
[Vote at Home: A City Leader's Guide to Safe and Secure Voting in a Global Pandemic](#)



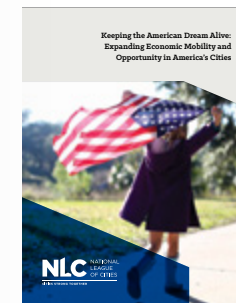
[How to Support New Business Creation in a Preempted Policy Environment](#)



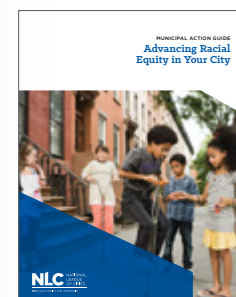
[Livable Communities: Innovative, Inclusive and Equitable Cities](#)



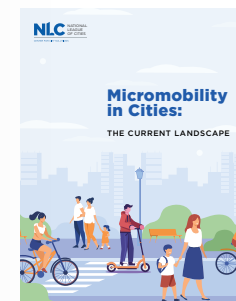
[The Eviction Prevention Cohort Report](#)



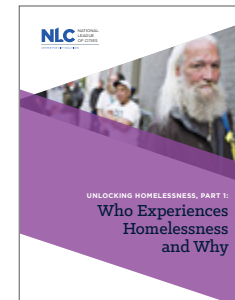
[Keeping the American Dream Alive](#)



[Repository of City Racial Equity Policies and Decisions](#)



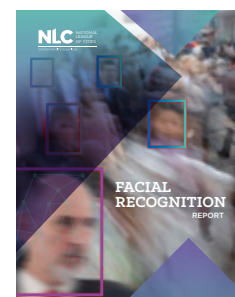
[Micromobility in Cities: The Current Landscape](#)



[Unlocking Homelessness, Part 1](#)



[How Hard-to-Fill Infrastructure Jobs Impact Building Our Future](#)



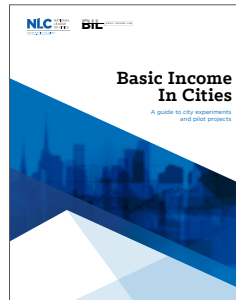
[Facial Recognition Report](#)



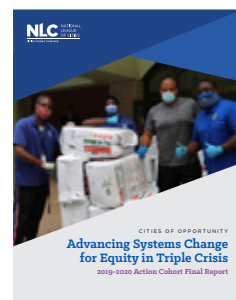
[Rebuild: Reengaging Middle and High School Students](#)

NLC strives to deliver timely, relevant, meaningful content to our members through the publication of dozens of reports, issue briefs and toolkits. This is a comprehensive list of resources published from October 2020 through September 2021, our 2021 fiscal year.

Tools and Resources



[Basic Income in Cities](#)



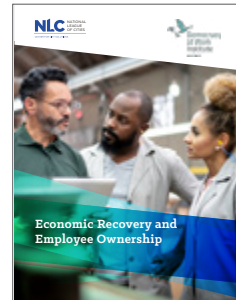
[Advancing Systems Change for Equity](#)



[Strategies for Developing Regional Economic Connectivity](#)



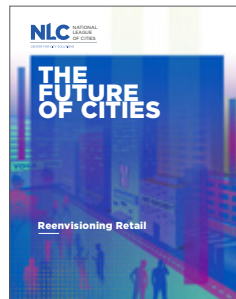
[City Fiscal Conditions 2021](#)



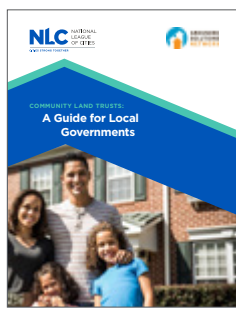
[Economic Recovery and Employee Ownership](#)



[State of the Cities 2021](#)



[Future of Cities: Reenvisioning Retail for Recovery and Resilience](#)



[Community Land Trusts: A Guide for Local Governments](#)

GUIDES

[Message Guide: Advancing Health and Equity Through Housing](#)

[A Local Leader's Guide to Talking About the American Rescue Plan Act](#)

[How to Establish and Improve Emergency Rental Assistance Programs](#)

[American Rescue Plan Act of 2021 Summary of Provisions](#)

[Municipal Action Guide: Cities Connecting Children to Nature](#)

[Race Equity and Voting in 2021 and Beyond](#)

[Afterschool and Summer Learning: A City Strategy for Workforce Development](#)

[Afterschool and Summer Learning: A City Strategy to Support College and Career Readiness](#)

[What You Need to Know About Preemption](#)

[Missing Infrastructure Tools For Cities](#)

[Cities 2020 Transportation Priorities](#)

[Interventions for the Home Stretch: What City Leaders Can Still Do to Prepare for Election Day](#)

[Understanding Defined Benefit and Defined Contribution Retirement Plans](#)

FACT SHEETS

[Cities Lead in Implementing Elections, but Need More Support: Survey Results](#)

[Grand Rapids City Profile on Racial Equity](#)

[Seattle, Washington City Profile on Racial Equity](#)

[Coronavirus Response and Relief Provisions](#)

[Building Sustainable and Resilient Infrastructure](#)

[Advancing Workforce Readiness](#)

[Reimagining Public Safety and Health](#)

[Congressional City Conference 2021 Recap](#)

[Rebuild Transportation Connectivity](#)

[Invest in Water and Climate Resilience](#)

[Support Broadband Access for All Communities](#)

[Invest in Workforce and Skills Development](#)

[How to Spend Coronavirus State & Local Recovery Funds](#)

[How To Use ARPA to Access Coronavirus State & Local Recovery Funds](#)

[How To Meet the Reporting Requirements for Coronavirus State & Local Recovery Funds](#)

[How To Use Coronavirus State & Local Recovery Funds To Ease Budget Shortfalls](#)

[How States Can Allocate Coronavirus State & Local Recovery Funds To Local Governments](#)

[How Non-Entitlement Units of Local](#)

BRIEFS

[City & County Leadership to Reduce the Use of Jails: Engaging Peers in Jail Use Reduction Strategies](#)

[Triage Centers as Alternatives to Jail for People in Behavioral Health Crises](#)

[Introduction Strategies to Reduce the Use of Jails for Young Adults](#)

[Afterschool and Summer Learning: A City Strategy for Public Safety](#)

[Fixing Funding by the Mile: A Primer and Analysis of Road User Charge Systems](#)

[Spurring Economic Opportunity to Improve Health and Equity through COVID-19](#)

[Government Access Recovery Funds](#)

[How to Use ARPA Funds to Provide Premium Pay to Eligible Workers](#)

[Setting the P.A.C.E. for Infants, Toddlers and Families](#)

[One Pager: Initial Guidance on Using ARPA Funds to Bring Nature's Benefits to Children](#)

[Fact Sheet: Partnering with City Leaders for Early Childhood Success](#)

[Leveraging ARPA Fiscal Recovery Funds to Support Small Businesses](#)

[Elected Officials and Child Tax Credit Outreach](#)

[ARPA Clean Water Infrastructure](#)

[ARPA Drinking Water Infrastructure](#)

[Emergency Preparedness Amidst COVID-19](#)

[Lessons Learned from 2020 Census and Voting Initiatives](#)

[Reimagining Policing: How State and Local Governments Can Work Together to Create Better, Safer Communities](#)

[Resource Series: Housing Hazards and Health Stakeholders](#)

[What COVID-19 Means for the Future of Public Pensions](#)

[Local Governments Bear Disproportionate Brunt of Job Loss](#)

[Examining the Presidential Cabinet: Power](#)

[and Influence of Local Leadership](#)

[Partners for Local Governments in the Distribution of the COVID-19 Vaccine](#)

[Forecasting Future Urban Trends](#)

[Hard Conversations About the COVID-19 Vaccine](#)

[Cities and Health Departments: Partnership on COVID-19 Vaccinations](#)

[Embedding Equity Into How Your City Does Business for Early Childhood Success](#)

[Community Broadband: A Key Tool for Closing the Digital Divide](#)

[How LIFT-UP helps cities and citizens with utility payments](#)

[Creating Equity for the Early Childhood Workforce](#)

TOOLKITS

[Election Trust Toolkit for City Leaders and Staff](#)

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

[EITC Awareness Day Toolkit](#)

[COVID-19 Local Response Principles](#)

[Toolkit: Creating Systems-Level Change in Cities](#)

[Inclusive Procurement and Contracting](#)

[Reducing Regulatory Burdens on Small Business](#)

[Local Experiments in Small Business Supports: What Works and What Doesn't](#)

[Advancing Holistic Well-Being Measures](#)

[Navigating the Political Landscape for Early Childhood Success](#)

[The Challenge & Promise of Reentry in Municipalities](#)

[The Relationship Between State Preemption of Inclusionary Zoning and Health](#)

[Consequences of State Tax and Expenditure Limits on Local Services](#)

[State of the Digital Divide in the Hispanic Community](#)

[Creating Communities of Belonging & Supporting Entrepreneurship for API Immigrants & Refugees](#)

[How Cities Can Embrace the LGBTQ Community Through Policies & Programs](#)

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

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

Corporate Partners



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| AARP | Enterprise Holdings | Tyler Technologies |
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EXECUTIVE

- | | | |
|------------------------|---|------------------------|
| Aetna | Edison Electric Institute | Square |
| AIA | Grubhub | Stantec |
| AT&T | The Home Depot Foundation | Suez |
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| 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 |
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NLC's leadership provides strategic direction and guidance for our federal advocacy, governance and membership activities throughout the year.

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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	FY2021
CONTRIBUTIONS AND CONTRACTS	14,563,806
MEMBERSHIP DUES	6,506,039
SERVICE FEES	3,957,641
CORPORATE PARTNERS/SPONSORSHIPS	3,086,633
ANNUAL CONFERENCES	371,557
INTEREST AND DIVIDENDS	3,022,037
OTHER	2,204,002
	33,711,717



EXPENSES	FY2021
INSTITUTE FOR YOUTH, EDUCATION, AND FAMILIES	8,078,341
CENTER FOR CITY SOLUTIONS	5,269,845
BUSINESS EVENTS	1,335,273
FEDERAL ADVOCACY	2,157,222
RISC PROGRAM	536,664
NLC MUTUAL INSURANCE COMPANY	3,362,953
RACE, EQUITY AND LEADERSHIP	844,717
MEMBER & PARTNER ENGAGEMENT	2,492,827
MARKETING AND COMMUNICATIONS	1,326,529
MANAGEMENT AND GENERAL	4,939,926
FUNDRAISING	420,627
	30,764,930



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