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

Valuing Diversity, Inclusion & Belonging

At NLC, we are committed to a culture that values diversity and promotes inclusion and belonging. We are focused on building more inclusive communities and improving the quality of life for current and future residents. We strive to build teams at NLC that mirror our members and the communities they serve. Equity is a guiding principle for our work. In our mission to relentlessly advocate for and protect the interests of cities, towns, and villages, we believe in a fair distribution of resources based on a community’s needs and a just approach that recognizes the impact of historic disinvestments in marginalized and underrepresented communities.

Our Guiding Principles

We abide by 8 pillars of excellence to provide quality service and resources to our members and their 200+ million constituents.

NLC IS INCLUSIVE.
We are a nonpartisan organization and we embrace diversity of thought, perspectives and experiences.

NLC IS FOCUSED.
We focus on what matters most to our member cities, towns and villages and municipalities nationwide.

NLC IS VALUABLE.
As a resource and advocate for our members, and a key partner to the state municipal leagues.

NLC IS INFLUENTIAL.
We are recognized as powerful and reliable partners and respected by federal policymakers.

NLC IS FORWARD LEANING.
With compelling engagement opportunities and cutting-edge technology, we are innovative at every turn.

NLC IS FINANCIALLY SOLID.
With a diversified revenue model that reflects the nation’s modern economy.

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A Message From Our CEO

2022 HAS BEEN AN EXCITING YEAR – one in which our entire National League of Cities (NLC) family has come together in person for the first time since the beginning of the pandemic. Despite being apart for so long, we have managed to achieve so much together in the last several years, from the success of our Cities Are Essential campaign to the passage of the American Rescue Plan Act, the Bipartisan Infrastructure Law, and the Inflation Reduction Act. NLC delivered for our members when the pandemic was at its worst – but those efforts were just the beginning.

Now that communities have federal funds in hand, NLC has spent the last year working hard to turn our advocacy into action and help America’s cities, towns and villages take advantage of these hard-won investments to the fullest extent possible.

Our organization has been laser-focused on telling the stories of how communities are spending their federal relief dollars, through data and resources, directly with one another, and to federal lawmakers who have the power to allocate direct funds to local governments in the future. We’ve been working hard to ensure cities and towns have sufficient support to access these funds in the first place – particularly the small and mid-sized communities that need it most.

And while a major part of our focus this year has been to help cities take advantage of the historic amount of federal funding opportunities, we have also worked incredibly hard to create programming and resources that help our members address their toughest challenges – from implementing equitable public safety projects to addressing growing incivility.

Thank you for the honor to lead NLC during this important time for municipalities in our nation. I am grateful to each of you for your service and leadership, not just in your own cities, but for communities across America. I hope you agree that our actions over the last year, as outlined in this report, demonstrate the strength of this amazing organization.

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

TEN YEARS AGO, just over 1,000 cities, towns and villages comprised our membership. Today, NLC is proud to be over 2,700 members strong and continually growing. During the pandemic, we actually saw an increase in our membership-proof of the strong value our programming and advocacy brings to communities across the country. Since October 2021 we have welcomed 146 new members, with many of them hailing from the South and West regions.

Much of our membership engagement happens at our member council, federal advocacy council, and constituency group meetings. While our virtual engagement has increased, as in-person events and convenings have resumed, we have also seen a large increase in engagement compared with pre-pandemic levels. In July, we had over 30 members attend the National Black Caucus of Local Elected Officials (NBC-LEO) summer meeting in Nashville. More than 60 members of the Women in Municipal Government (WIMG) group attended its summer meeting in Sacramento in August, and over 25 council presidents met in San Jose and San Francisco for the Large Cities Council Presidents’ Meeting in September.

Last year, we piloted a new joint invoicing program with the Alabama League of Municipalities, which brought in 70 new NLC members. We have utilized this approach in Alabama again this year and are seeking opportunities to expand this model to other state leagues across the country as a strategy to grow our membership moving forward.

Building Our Partnerships

Along with growing interest in membership, we’re also seeing growing interest from many companies in partnering with NLC. NLC of ers companies and national nonprofit organizations a broad range of sponsorship opportunities that link reliable brands with high-visibility events, trusted online resources and targeted member groups. We offer our partners opportunities to engage with our membership at our two annual conferences, national and regional training events, and other group meetings. Our goal is for these networking opportunities to lead to strong public-private partnerships that benefit community leaders and their residents on the ground.

NLC’s strategic partners are recognized as creators of industry best practices. They are dedicated to making NLC a go-to resource for local governments and stand by that commitment by offering value-added solutions and cost savings to our member communities.

Since October 2021 we have welcomed 29 new corporate partners, bringing in hundreds of thousands of dollars in new annual recurring revenue for our organization and bringing our total number of corporate partners to 78. (In FY 2021 we had a total of 49 corporate partners.)

This year’s new partners include:

1. Enterprise
   MySidewalk

8. Capstone
   Google
   JustServe
   ServiceNow
   Pallet Shelter
   T-Mobile

20. Executive
   American Gas Association
   Delivery Associates
   FLO
   Guidehouse
   Indigov
   Rubicon
   Cox Communications
   Renewable Energy Group
   NCTA
   National Association of State Procurement Of f cers (NASPO)
   DocuSign
   AirSpace Link
   Barnes & Thornburg
   Bird
   Olea Edge Analytics
   Peregrine
   Qwally
   J P Morgan Chase
   Siemens
   Mercury Public AI airs

Numbers as of December 2022
STRENGTHENING Local Leadership

NLC has had remarkable success over the last two years creating funding opportunities for local governments through the American Rescue Plan Act (ARPA) and the Bipartisan Infrastructure Law (BIL). Now, we are working hard to ensure communities across the country have the resources they need to make the most of these historic investments.

Telling Cities’ ARPA Stories

Nearly two years after the passage of ARPA, NLC continues to support cities, towns, and villages in accessing, taking advantage of, and reporting on their funding allocations in this groundbreaking legislation to help rebuild their communities in the wake of the pandemic. We began by providing tailored guidance and support for municipalities in accessing their ARPA funds, demystifying the process, answering questions, and reporting issues back to the U.S. Treasury Department to improve the distribution process over the long term. Today, we are on the ground collecting the stories of how cities, towns, and villages have used these funds to bring their communities back to life.

We continue to update our Local Government ARPA Investment Tracker that we developed in partnership with Brookings and the National Association of Counties, which compiles the ways local governments are deploying their ARPA State and Local Fiscal Recovery Fund (SLFRF) dollars. So far, we have captured recovery plan data from more than 6,200 projects in nearly 330 local governments, representing $33.5 billion in planned investments. Our goal is to pull on these incredible accomplishments and stories to advocate for direct funding to cities on a wide variety of issues moving forward.

Additionally, NLC has hosted more than 20 webinars, released 89 blog posts, and published 15 factsheets about best practices, eligible uses, and other relevant federal guidance on how communities can put their ARPA dollars to work.

We know that ARPA is helping cities and towns make a strong economic recovery from the pandemic. Our latest City Fiscal Conditions report shows that, despite recent financial challenges such as inflation, municipal governments feel cautiously confident and optimistic about their fiscal situations moving forward - thanks largely to the federal investments from the last several years.
IN ADDITION TO ARPA, cities have a $12 trillion opportunity in the form of competitive grants available through the Bipartisan Infrastructure Law. Of course, that goes beyond just repairing roads and bridges – it means closing the digital divide, adopting new clean energy resources, fixing our water and sewer systems, and so much more. While NLC had already released some resources and provided training to help communities rebuild their infrastructure, this year, we went several steps further to begin providing transformative support that will help city leaders take advantage of these unprecedented funds.

Over the last year, NLC has released over 50 resources for local governments on the infrastructure grant opportunities that are becoming available in this law and how leaders can take advantage of them. This includes blog posts, factsheets, briefs and more:

- Applying for bridge investment, transit development, road safety and affordable connectivity grant programs
- Applying for the Bridge Investment Program
- Implementing electric vehicle charging infrastructure
- Infrastructure grants small cities should consider
- Expanding broadband through middle-mile infrastructure
- Exploring opportunities to partner with states on energy efficiency programs

Our “Ready to Rebuild” webinar series, launched in 2022, highlights specific programs available through the Bipartisan Infrastructure Law has also drawn strong attendance. Through the series, NLC has offered our members exclusive access to policy experts and speakers from the White House, U.S. Department of Labor, U.S. Department of Transportation, and U.S. Department of Commerce. This series will continue over 2023 as more Bipartisan Infrastructure Law programs become available. We are also engaging with our State Municipal League partners across the country to ensure that municipalities also have access to the Bipartisan Infrastructure Law programs that funnel through state governments.

In May of 2022, in partnership with Bloomberg Philanthropies and other partner organizations, NLC announced the creation of the Local Infrastructure Hub, a new national program to ensure that cities and towns of all sizes can access federal infrastructure funds. Local governments are eligible for billions of dollars in funding to support projects that range from transforming ports to tackling climate change, but with nearly 400 separate grant opportunities set to come in the next two years under the law, many communities will struggle to identify and apply for all the funding available to them.

With a $50 million initial investment from Bloomberg Philanthropies and a consortium of funders, the Local Infrastructure Hub is bringing together city networks and policy experts to provide direct support to communities as they develop applications for infrastructure grants.

As part of the Local Infrastructure Hub, NLC is creating and hosting a series of online bootcamps that walk cities through the process of applying for infrastructure grants. We expect this program will benefit thousands of communities with populations under 150,000.

The bootcamps last approximately 3-4 months, and participants include mayors and municipal staff with job functions focused on finance, community engagement, and other relevant disciplines such as administrative and advisory affairs. A major emphasis will also be placed on helping communities understand federal priorities, such as equity and sustainability, and then incorporate these and other desired outcomes into submissions.

NLC of ered our initial round of bootcamps in the fall of 2022, and recently completed enrollment for the second group of five bootcamps that will kick off in January of 2023. And this is just the beginning – over the next two years, our Hub will offer at least 30 bootcamps corresponding with select grant programs in the law, covering topics like broadband, water and sewer systems, clean energy and so much more.

The Bipartisan Infrastructure Law offers a ripe opportunity for NLC to flex its strongest muscle and provide critically important support to communities as they work to build infrastructure that will last for decades.
The National League of Cities is proud to be the voice of cities, towns and villages across America at the national level. Influencing federal policy is a major part of our mission and by passing and assisting local governments in receiving funds through the American Rescue Plan Act and the Bipartisan Infrastructure Law, NLC has delivered for municipalities more than ever before.

**NLC’s Federal Advocacy Actions**

Over the course of fiscal year 2022, NLC has participated in 10 Congressional testimonies and briefings, including:

- **NLC First Vice President Mayor Victoria Woodards** (Tacoma, WA): HOUSE OVERSIGHT AND REFORM COMMITTEE ON SUCCESS OF ARPA SLFRF FUNDS
- **Mayor Christian Bollwage** (Elizabeth, NJ): HOUSE ENERGY AND COMMERCE COMMITTEE ON BROWNFIELDS CLEAN-UP
- **Vice Mayor Pro Tem Martha Castex-Tatum** (Houston, TX): HOUSE TECHNOLOGY & INFORMATION COMMITTEE ON AUTONOMOUS VEHICLE SAFETY
- **TIS Committee Chair Councilmember Elaine Clegg** (Boise, ID): HOUSE TECHNOLOGY & INFORMATION COMMITTEE ON AUTONOMOUS VEHICLE SAFETY
- **NLC President Mayor Vince Williams** (Union City, GA): HOUSE BUDGET COMMITTEE ON ARPA SUCCESSES
- **Clarence Anthony**: SENATE ENVIRONMENT & PUBLIC WORKS ON INFRASTRUCTURE INVESTMENT & JOBS ACT IMPLEMENTATION

Hosted 9 sessions in our Ready to Rebuild webinar series, which is focused on connecting local leaders with Biden Administration officials, agency leaders and more.

In total, 1,519 local leaders registered for these offerings.

**FEDERAL LEGISLATION ENACTED WITH NLC’S: SUPPORT:**

<table>
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<tr>
<th>Legislation</th>
<th>Description</th>
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<tr>
<td>American Rescue Plan Act State and Local Fiscal Recovery Funds Final Rule</td>
<td>Provides greater certainty in many areas where local leaders sought clarity and will help cities, towns and villages have more confidence as they equitably spend their SLFRF funds in a way that best responds to needs in their communities.</td>
</tr>
<tr>
<td>Bipartisan Infrastructure Law</td>
<td>Includes $550 billion in new federal investments in America’s infrastructure and will add an estimated two million jobs per year to the national economy.</td>
</tr>
<tr>
<td>Bipartisan Safer Communities Act</td>
<td>Empowers local governments to improve public safety in their communities with the inclusion of stronger background checks, stronger restrictions on gun trafficking and increased mental health services for children and families.</td>
</tr>
<tr>
<td>Inflation Reduction Act</td>
<td>Gives local governments access to funding to help improve our nation’s building stock, reduce emissions from the transportation sector, improve air quality, and create community resilience against wildfires, droughts and other climate-related impacts.</td>
</tr>
<tr>
<td>FY22 Consolidated Appropriations Act</td>
<td>Provides much needed funding increases for priority programs that will help America’s cities, towns and villages address their most pressing needs. The package also includes a significant provision to make each city’s SLFRF funding more flexible, known as ARPA Flex.</td>
</tr>
</tbody>
</table>

NLC has taken 23 policy positions via our member-approved National Municipal Policy that have become law in the following areas:

- Reimagining public health and safety (7 positions)
- Building sustainable and resilient infrastructure (6 positions)
- Increasing fair and affordable housing (3 positions)
- Bolstering digital equity (3 positions)
- Advancing workforce readiness (2 positions)
- Stabilizing local government operations (2 positions)
Promoting Civil Local Leadership

It’s no secret that increasing political polarization in America is driving people apart, causing challenges for local leaders who so often act as “uniters” within their communities. This division is affecting our cities dramatically. In many cases, disagreements devolve into incivility among our residents and toward our local leaders – a trend that is unfortunately growing.

Many of our conferences and meetings in 2022 delved into this disappointing trend, drawing on our 2021 research that showed that 81% of local leaders have experienced some form of violence, harassment, or threats since taking office.

Since releasing our initial research on this topic about a year ago, we’ve hosted a handful of focus group conversations with members of NLC’s constituency groups to discuss city leaders’ personal experiences dealing with harassment and the support they need. These discussions provide a safe space for our members to share their stories and are informing the research and resources our NLC team will produce next.

We are also partnering with Princeton University’s Bridging Divides Initiative to track instances of this growing incivility and engage with local officials beyond those in our membership on this topic. NLC has also released new research on what cities can do to keep our local election officials safe at the polls – because these threats very much apply to them too. This issue isn’t going away anytime soon – so NLC will continue to track this trend and do everything we can to make our city leaders experiencing this feel supported with the resources they need.

Growing Our Digital Footprint

NLC continues to grow our influence by investing in our brand on the Internet and through the media. Since October of 2021, NLC has attracted more than 4 million pageviews on nlc.org, has produced hundreds of blog posts highlighting topics relevant to city leaders, and has continued to gain a substantial following on our social media channels.

As our organization grows and we add more varied expertise to our staff, NLC is also becoming an increasingly trusted resource for reporters interested in diving into the topics that matter most to cities today. Since October 2021, NLC has earned over 9,000 media mentions, many in top tier outlets including The New York Times, The Washington Post, The Wall Street Journal, NPR, and more.

In the summer of 2022, we also launched our new monthly podcast, CitiesSpeak with Clarence Anthony, which features conversations with local leaders exploring what municipal leadership means in 2022 and beyond. Since the launch, we’ve featured interviews with White House Infrastructure Coordinator Mitch Landrieu; Mayor Vince Williams of Union City, GA; Mayor Sylvester Turner of Houston, TX; Mayor David Holt of Oklahoma City, OK; Mayor G.T. Bynum of Tulsa, OK; and Mayor Emily Larson of Duluth, MN.
Tools and Resources

NLC continues to provide local leaders top-rate and innovative solutions to the challenges they face. In 2022, NLC released dozens of publications and resources on topics including public safety, climate change, workforce development, affordable housing, and much more.

Our organization strives to deliver timely, relevant, and meaningful content to our members through publications ranging from reports to issues briefs to toolkits. Below is a comprehensive list of resources published from October 2021 through September 2022 (FY 2022).

Reports

- A Path Toward Safe & Equitable Cities
- On the Frontlines of Today’s Cities: Trauma, Challenges & Solutions
- Digital Equity Playbook: How City Leaders Can Bridge the Digital Divide
- Local Tools to Address Housing Affordability: A State-by-State Analysis
- Cities of Opportunity: Turning Crisis into Pathways for Equity and Resilience
- How Cities Are Leveraging ARPA SLFRF to Support Young Children and Families
- Cities in the Cloud: What City Leaders Need to Know About Cloud Computing
- Mayors’ Institute on Job Creation and Economic Opportunity to Improve Health and Equity
- Young Adult Justice 2022: A Nationwide Inventory of Policy and Practice
- The Next American Migration: What Cities Should Know About Climate Change and Populations on the Move
- America Works: How Entrepreneurial City Leaders Can Shape the Future of Work Now
- State of the Cities 2022
- City Fiscal Conditions 2022

Broadband internet has evolved from being a cutting-edge luxury to an essential utility for participation in daily life. Unfortunately, not everyone benefits from this vital tool. Because of barriers in affordability, accessibility or availability, and skills, an estimated 42 million residents in the United States do not have broadband at all, and 157.3 million live with slow or unreliable internet service. This must change. Cities can be proactive to bridge the digital divide. The Digital Equity Playbook helps city leaders determine causes of the digital divide in their communities, provides recommendations to address it, shares stories from local governments and suggests additional resources.
TOOLS AND RESOURCES

Guides

- Eviction Prevention: A Guide for Local Governments
- Future of Cities: A Roadmap to Inclusive Entrepreneurship
- Municipal Playbook for Employee Ownership
- Supporting Municipalities to Improve Health Outcomes Through Housing
- Spotting Residential Housing Programs for Women, Children, and Families
- Cities Allocate Billions of American Rescue Plan Funds Toward Youth Recovery
- Bus Innovation Playbook for City Leaders
- Rebuilding Trust and Repairing Relationships with Indigenous Populations
- Short-Term Rental Regulations: A Guide for Local Governments
- Democracies Thrive When Cities Vote Playbook
- Supporting COVID-19 Vaccinations in Hispanic and Latino Communities
- Future of Cities: Reimagining Public Space to Support Main Street Retail
- How Cities Can Redefine Progress Toward Equity for Well-Being
Briefs, Toolkits & Fact Sheets

Local Governments Using ARPA Local Recovery Funds to Combat Impacts of Inflation
ARPA and the Arts
ARPA Factsheet: Sustainability
& Climate Resilience
ARPA and Health Equity
ARPA and Housing Stability
Fact Sheet: Transportation Electrification
ARPA Drinking Water Infrastructure
ARPA Clean Water Infrastructure
Elected Of cials and Child Tax Credit Outreach
Leveraging ARPA Fiscal Recovery
Funds to Support Small Businesses
Partnering with City Leaders
for Childhood Success
Using ARPA Funds to Bring,
Nature’s Benefits to Children
Conversations with Municipal Leaders,
Digital Equity in Cities
Toward an Equitable Recovery: An Analysis of ARPA Funds to Metropolitan Cities
Emergency Rental Assistance Toolkit: “How To” Resources for Equitable & Effective Resources
Elevating Prenatal-to-Three for,
Elected and Senior City Of cials
Advancing Community Revitalization,
to Improve Health and Equity
Using Federal Uniform Guidance,
for ARPA Funds
Public Safety Workforce in the Post-COVID Era
Reimagining Parking: Adaptation,
Flexible Uses & Resilience
The Municipal Workforce Through the Pandemic: Where Are We Now?
Managing and Mitigating Threats and Harassment Against Local Election Of cials
EV Charging: A Primer for Municipal Of cials
Broadband Expansion Through Middle Mile Infrastructure: Bipartisan Infrastructure
Law Guidance for City Leaders
Cities and the Metaverse
Promising Local Practice in Road Safety: A Primer for Safer Streets
Cities Confronting Housing Hazards to Improve Health
Meeting the Moment: Cities Increase Investments in Young People to Support Pandemic Recovery and Beyond
An Overview of Homeless Encampments,
Data Gaps in National Voter Registration
and Voter Participation Reporting
Understanding Your Local Eviction Landscape: A Worksheet for City Of cials

How America’s Smallest Municipalities Are Spending Their SLFRF Funds
Equitable Approaches to Municipal Fines and Fees
Expanding Economic Mobility Through the Municipal Workforce
Building Wealth Through Equitable Municipal Procurement
Beyond Recycling: Policy to Achieve

Cities in Action Case Studies

Enhancing City Responsiveness to Resident Service Requests
Next Generation Virtual Reality Police Training
Cybersecurity Culture Best Practices
Removing Transportation as a Barrier to Vaccines
Bringing Affordable, Reliable Broadband to All Residents Through GIS
Measuring Trust in Local Government
Prioritizing Digital Inclusion
Creating Digital Access for Students

Circular Waste Management
How Cities Can Embrace the LGBTQ+ Community Through Policies and Programs
State of the Digital Divide in the Hispanic Community
The Challenge and Promise of Reentry in Municipalities

Creating Partnerships for Emergency Food Distribution
Equitable Transportation Solutions
Tapping Into Critical Green Infrastructure
Reinvigorating the City Through Entrepreneurial Growth
Using Data to Ensure Equitable Allocation of Affordable Housing
Thank you to our corporate and foundation partners for their generous support.

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Democracy Fund  
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Ford Foundation  
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Foundation for Civic Leadership  
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The Wallace Foundation  
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U.S. Department of Housing and Urban Development  
U.S. Economic Development Administration  
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Wells Fargo Housing Foundation  
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CGI Digital  
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eScribe  
HomeServe USA  
MissionSquare  
Retirement  
mySidewalk  
Polco  
Public Finance Authority  

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Amazon  
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Cisco  
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Cigna  
City Health Dashboard  
CityHealth  
Clear Channel Outdoor  
Comcast  
The Internet & Television Association (NCTA)  
FLO  
Grubhub  
Guidehouse  
HDR  
Institute for Building & Technology Safety (IBTS)  
Indigov  
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J ohnson Controls  
Pallet Shelter  
Peregrine  
Qwally  
Renewable Energy Group  
Rubicon  
Salesforce  
Siemens  
Stantec  
Veolia  
U-Haul  
Walmart  
Waymo  
Waste Management  
Waste Management  

Foundation Partners
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CITY OF BATON ROUGE, LA

STEVE WILLIAMS
Mayor
CITY OF HUNTINGTON, WV

BOARD OF DIRECTORS ROSTER

2022 NLC ANNUAL REPORT

2022 NLC ANNUAL REPORT

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FINANCIALS

While local governments continue to navigate the financial uncertainty of the COVID-19 pandemic and now the impacts of inflation, NLC remains financially healthy. Over the last year, we have taken steps to improve our operations and grow our membership and partnerships, which will dramatically contribute to our overall financial well-being. Having a strong financial foundation enables us to successfully pursue our mission of relentlessly advocating and protecting the interests of cities, towns and villages by influencing federal policy; strengthening local leadership; and driving innovative solutions.

## REVENUE

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<thead>
<tr>
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## EXPENSES

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<td>BUSINESS EVENTS</td>
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<td>RISC PROGRAM</td>
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<td>RACE, EQUITY AND LEADERSHIP</td>
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<td>MEMBER &amp; PARTNER ENGAGEMENT</td>
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<td>MANAGEMENT AND GENERAL</td>
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<td>FUNDRAISING</td>
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<td><strong>Total Expenses</strong></td>
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