

# STATE OF THE CITIES

## 2022



**NLC** NATIONAL  
LEAGUE  
OF CITIES

CITIES STRONG TOGETHER



CENTER FOR CITY SOLUTIONS

## About the National League of Cities

The National League of Cities (NLC) is the voice of America's cities, towns and villages, representing more than 200 million people. NLC works to strengthen local leadership, influence federal policy and drive innovative solutions.

## About the Center for City Solutions

NLC's Center for City Solutions provides research and analysis on key topics and trends important to cities, creative solutions to improve the quality of life in communities, inspiration and ideas for local officials to use in tackling tough issues, and opportunities for city leaders to connect with peers, share experiences and learn about innovative approaches in cities.

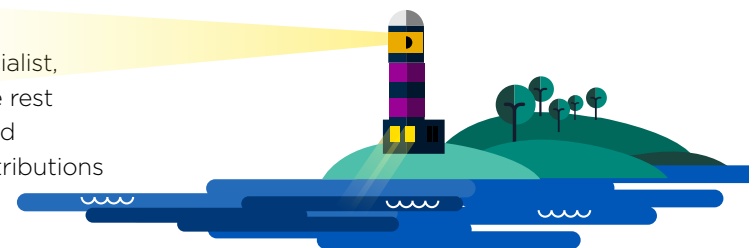
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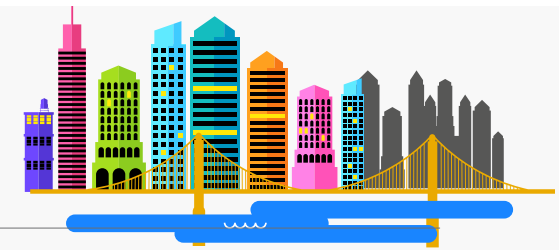


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# Foreword



Two years ago, the COVID-19 pandemic changed everything. But our cities bounced back, thanks to the determination of our nation's local leaders and the support we were able to secure from our federal partners. In March 2021, Congress passed the American Rescue Plan Act (ARPA), followed by the Bipartisan Infrastructure Law (BIL) this past November. Both pieces of legislation provide critical, unprecedented funding that is going directly to our communities and informing local leaders' priorities. From this year's state of the city speeches, it's clear that our city leaders are reaping the benefits of those hard-won efforts with the ultimate goal of making our cities, towns and villages better, more equitable places to live.

For nine years, the National League of Cities has released our State of the Cities report. This research, which examines mayoral state of the city speeches delivered between October 2021 and April 2022, provides a clear and consistent voice about the current priorities of local leaders. This year is no

different. Armed with a fresh infusion of funding from the federal government, our cities are ready to get to work.

Recognizing a dire need to fix our roads and bridges, repair our water systems and close the digital divide, this year, mayors highlighted funding infrastructure demands as their number one priority. As municipal governments across the country prepare to apply for, receive and invest in federal and state grants to fund these demands through the BIL, city leaders are already planning for the most effective ways they can use these resources to bring America's communities fully into the 21st century.

Rebuilding communities doesn't stop with infrastructure. This year's findings highlight mayors' efforts to grow their economies by investing in downtown development and revitalization projects, foster stronger community relationships with police and bolster their own municipal finances to hire and retain city workers. These priorities are just a small sample of cities' efforts from the

past year to drive forward an equitable recovery from the pandemic. And ensuring that recovery is equitable for everyone is critical. This year's speeches show that mayors across the country are working hard to strategically invest in programs and services that ensure that today's cities are places where all residents have the opportunity to thrive.

Our local leaders have been selfless and responsible stewards over the last two years, leading us through the pandemic with unrelenting resolve. With unprecedented federal resources in hand, we cannot wait to see how they turn the visions they have for their communities into reality.

A black ink signature of Clarence E. Anthony, written in a cursive style.

**Clarence E. Anthony**

CEO and Executive Director  
NATIONAL LEAGUE OF CITIES

# Introduction

## How have key conditions in cities changed?

The State of the Cities 2022 delves into the key areas that mayors nationwide are focused on in their cities. Local governments are working hand-in-hand with the federal government to help cities build back in a more equitable, forward-facing direction. The once-in-a-generation level of support provided to cities through ARPA, tied together with the passage of the BIL, is having an incredibly positive impact as we recover from unprecedented impacts of the pandemic.

Furthermore, the pandemic has laid bare the vast inequities and racial disparities in our country that can only be addressed with policies that place equity and inclusion front and center.

This is reflected in mayoral priorities this year, as cities can finally plan for how they will start to repair long-crumbling infrastructure. At the same time, with many people moving to new places throughout the pandemic, areas that weren't previously experiencing such rapid growth are seeing incredible challenges on affordable housing. Mayors are leaning into

building a strong economy, becoming laser-focused on workforce priorities and keying in on the need to put public safety front and center.

Our analysis of mayoral speeches gauges how key conditions in cities have changed over the past year and which conditions have had the most significant positive and negative local impacts. While the post-pandemic period has still not fully materialized, in many ways, 2022 has seen the closest return to normalcy yet. More people have returned to offices, COVID-19 hospitalization rates have remained low and our cities have awakened – even if many downtowns remain somewhat moribund.

### THE TOP FOUR MAYORAL PRIORITIES IN 2022 ARE:



**INFRASTRUCTURE**



**ECONOMIC  
DEVELOPMENT**

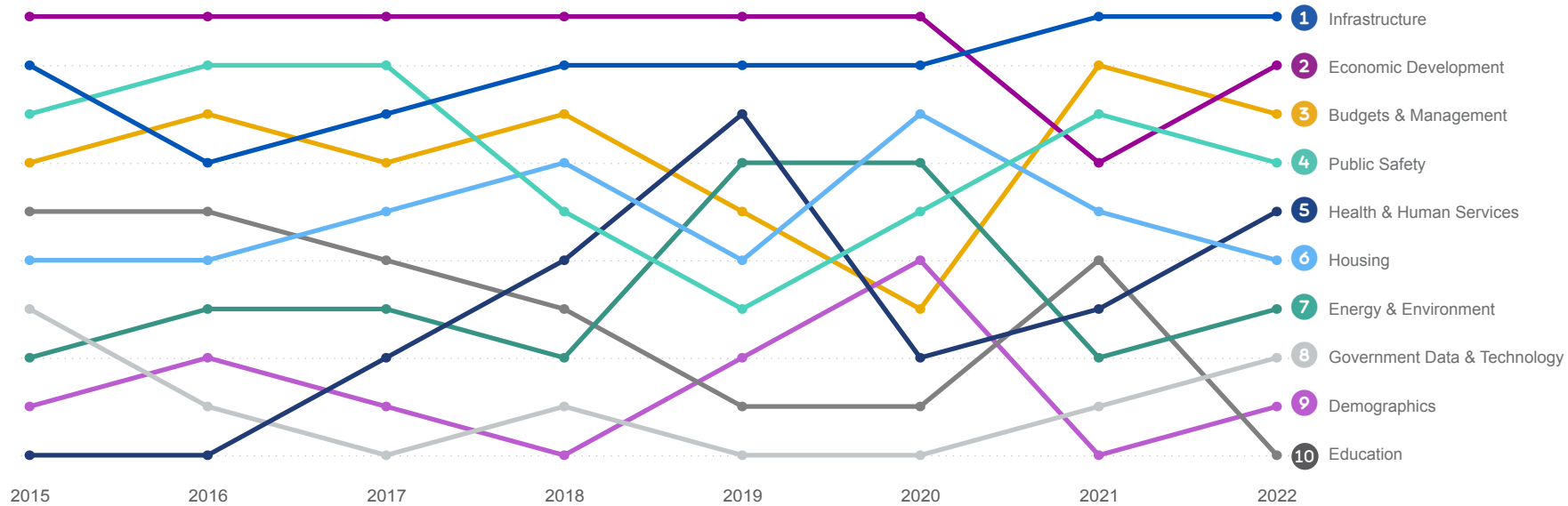


**BUDGET &  
MANAGEMENT**



**PUBLIC  
SAFETY**

## RANKING OF PRIORITIES 2015-2022



Source: 2015-2022 Mayoral State of the City Speeches

One continued challenge that local governments have faced in the budget and management arena is pressure on government operations and the economies, with the churn we have witnessed in the labor market. The “Great Resignation” has impacted hiring and retention in government offices, in the service sector and all throughout the economies of our local communities. City governments have responded both with internal efforts in management and through

investments in economic development and entrepreneurship to create vibrant businesses and high-quality jobs.

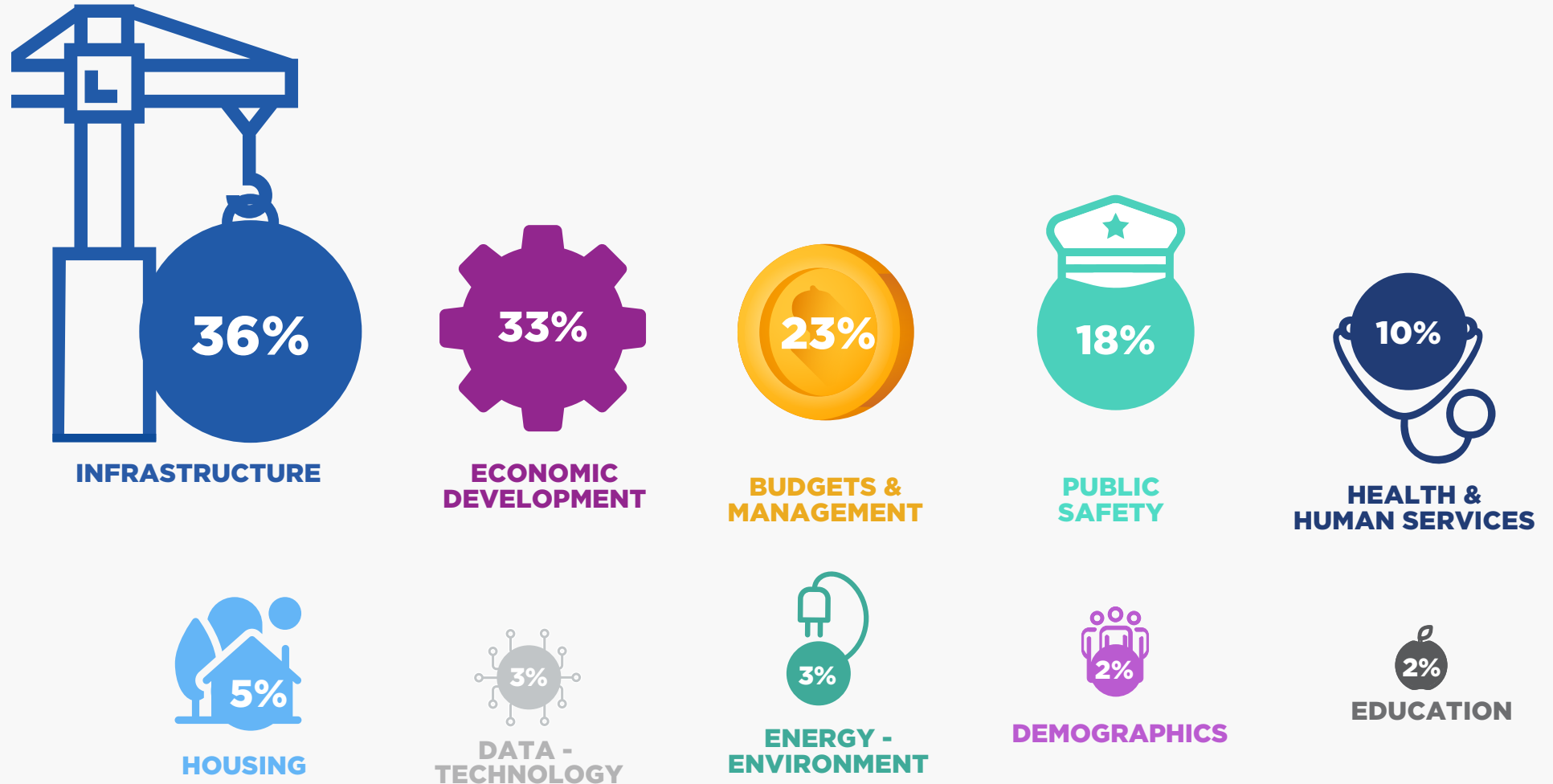
Overall, our findings indicate that cities are rebuilding their communities with the infrastructure dollars headed their way and are working through employment pressures faced both in the public and private sectors, all while ensuring that community members are safe and fairly treated. America’s mayors

are laser-focused on creating equitable outcomes for their residents and utilizing the tools and resources available to make this happen.

Among the ten major policy areas explored in this year’s mayoral state of the city addresses, the following four major topics stood out as the most discussed topics (in the order of coverage, as illustrated by the above figures).

# Top Mayoral Priorities in 2022

Percent of Speeches with Significant Mention of Each Policy Area





## INFRASTRUCTURE

Following the historic passage of the BIL and years of relevant advocacy efforts by NLC, local infrastructure and capital budgeting rose to the top issue discussed by mayors, as more and more cities recognize the dire need for maintenance and spending on America’s roads, bridges, broadband and water and sewer systems. Funding infrastructure demands was the highest priority for mayors according to this year’s speeches, as municipal governments throughout the nation get ready to apply for, receive and invest federal and state grants in their communities.



## ECONOMIC DEVELOPMENT

Economic development was the second most-covered policy issue in 2022 mayoral state of the city speeches. Mayors most commonly highlighted plans to invest in downtown development and commercial real estate projects to spur economic growth in their communities this year. Community development and entrepreneurship initiatives are among the other strategies mayors intend to use to lift up those residents most economically impacted by the pandemic.



## BUDGET & MANAGEMENT

More than one-fifth of 2022 state of the city speeches covered budgeting and management in a significant way. In our sample, mayoral speeches primarily explored the FY22 budget, performance of and plans for various revenue sources, transparency and community involvement in the budgeting process, and management of city government including leadership, employees and partnerships with other governments. Major considerations for city leadership this year are the implementation of ARPA funds and the acquisition and use of federal infrastructure funding available through the BIL.



## PUBLIC SAFETY

Public safety was the fourth most important issue raised by mayors in 2022. Criminal justice reform and crime prevention were two key areas focused on by leaders across the country. George Floyd’s tragic murder in 2020 highlighted the vast inequities perpetrated against Black Americans and ignited a national movement surrounding criminal justice transformation. An increasing number of cities are putting police-community relationships at the core of their approach to public safety. Cities are also instituting programs on crime prevention rather than more punitive policies to make sure they meet the immediate needs of their communities on criminal justice matters.



# Infrastructure



The historic passage of the Infrastructure Investment and Jobs Act in late 2021 provided a once-in-a-generation opportunity for municipal governments of different sizes to invest in their communities and attend to their capital and infrastructure needs. The American Society of Civil Engineers (ASCE) gave America's local infrastructure an overall grade of C-in its 2021 report, highlighting the grim reality that crumbling city infrastructure is in dire need of repair and replacement.<sup>1</sup> Among other factors, NLC's years of advocacy for infrastructure investment in our cities, towns and villages led to the passage of IIJA, also known as the Bipartisan Infrastructure Law (BIL), which will bring about an infrastructure decade of sufficient maintenance and investment in our nation's roads, bridges, broadband and water and sewer systems for generations to come.

More than ever before, city leaders and mayors are engaging in a dialogue about the ways in which they can meet their long overdue capital and infrastructure needs and find ways to implement forthcoming federal

and state grants as part of the BIL and other programs. In fact, funding infrastructure is the most-discussed topic in this year's sample of state of the city addresses, with more than 17 percent of all infrastructure discussions revolving around this subtopic. A lot of municipal governments are funneling money (including ARPA, BIL, RAISE and other federal/state grants) into their capital spending and infrastructure projects.

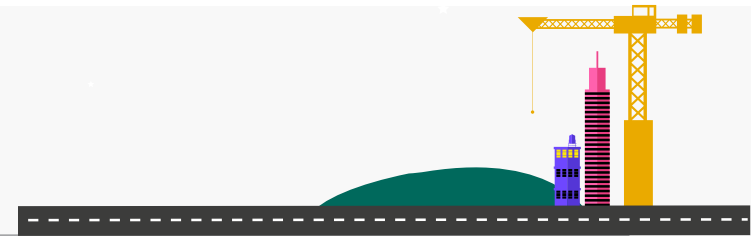
Cities are investing capital funds in a wide range of both maintenance and construction projects, including parks and recreation facilities, broadband and fiber optic equipment and systems, roads and bridges, bike trails and pedestrian infrastructure, water and sewer systems, transportation, water treatment and reclamation and public transit. Carson, CA is investing \$17.7 million of its ARPA funds into parks and recreation facilities, broadband infrastructure and small business assistance. Charleston, WV plans to invest more than \$1.75 million of a RAISE grant it received in revitalizing its waterfront and other 'shovel-ready' projects. In his 2022

annual state of the city address, Mayor Bill Droste of Rosemount, MN talked about President Biden's recent visit to his town and how BIL money could fund the city's water treatment plant or railroad overpass projects.

Water treatment and sewage maintenance are other major topics highlighted by mayors in their annual state of the city addresses. Cities like Aiken, SC and Fargo, ND are building new water treatment plants using modern technology to meet growing demands in their communities. In his 2022 annual address, Mayor Timothy Mahoney of Fargo highlighted that the construction of his community's Red River Valley water supply project is well underway. Upon completion, this critical "drought-mitigating" piece of infrastructure will be able to transport over 70,000 gallons of water per minute to the city from Western North Dakota, spanning nearly 170 miles.

Other communities like Cleveland, TN and East Grand Rapids, MI are in the process of renovating their dated sewer and stormwater

# Infrastructure



facilities. In Cleveland, Mayor Kevin Brooks addressed how the city mitigated the stormwater problems by fixing its dated infrastructure -- a project that, interestingly, allowed the city to discover other major problems with its roads and streets that were later fixed as part of this project. East Grand Rapids is also spending a substantial amount on maintenance and renovation of its water and sewer systems. Mayor Katie Favale noted that the city is spending over one million dollars to rehabilitate the water main and sanitary sewer and is rebuilding two sanitary sewer lift stations and nearly 170 feet of storm sewer.

The historic passage of the BIL also put maintenance and renovation in the spotlight, as more and more cities start to use federal and state grants and capital funds to address their long overdue maintenance obligations and demands. Emphasizing the importance of maintenance and renovation on job creation and economic development, Detroit Mayor Mike Duggan announced in his 2022 annual address that the city will rebuild abandoned fairgrounds into a new Amazon distribution center (a \$400 million project) that will bring about 200 jobs to the city.



We are using an equity lens to strategically invest in programs, services and infrastructure that will help us along our path to full recovery in a way that will make a difference in the quality of life for EVERY SINGLE Tucsonan.

**Mayor Regina Romero**  
TUCSON, AZ

## TOP 5 INFRASTRUCTURE SUBTOPICS



# Economic Development



Following two years of stewarding turbulent local economies, cities are using a wide range of policies and programs to increase their economic resiliency, maintain commercial competitiveness and lift up the members of their communities most negatively impacted by the COVID-19 pandemic. The most common strategies cities plan to use include investments in downtown development and commercial real estate projects; community development initiatives and programs to support entrepreneurs, new business and business expansion.

Cities' downtown development plans in 2022 aim to connect people to businesses by creating or revitalizing mixed-use developments. In Kingston, NY, Mayor Steven Noble discussed his city's plans to revitalize the Kingstonian, a commercial and residential development.



Once complete, the Kingstonian will double the current municipal parking in that space, provide a public plaza with public restrooms and create 143 units, including 14 units dedicated to workforce housing, while meeting the National Green Building Standard's Bronze Certification.<sup>2</sup>

## Mayor Steven Noble

KINGSTON, NY

Many cities in 2022 are planning to invest in commercial real estate projects to boost economic recovery and improve their long-term attractiveness to new and relocating businesses. In his state of the city speech, Valparaiso, IN Mayor Matt Murphy highlighted his city's plans to support the transformation of a "long-vacant Anco

factory into a destination, including a distillery, brewery, restaurant, whisky garden, karaoke and event spaces" in partnership with Journeyman Distillery. This development "will be the centerpiece of a transit-oriented district called the Barrel District, connected to downtown by a walking trail space," according to the speech.<sup>3</sup>

Throughout the pandemic, many families that were already struggling financially have fallen even further behind. To address these issues, many mayors are emphasizing community development designed to promote equitable outcomes in their cities' economic development plans. In Santa Monica, CA, Mayor Sue Himmelrich shared that her city has built up its \$1.3 million "We Are Santa Monica" fund in order to build an "emergency food pantry at Virginia Avenue Park, providing a fresh grocery store to over 200 families experiencing food insecurity each week throughout the pandemic," in addition to supporting small businesses through a grant program.<sup>4</sup> Mayor Amy

## Economic Development

Shuler Goodwin discussed Charleston, WV's partnership with the McGee Foundation, a local charity that committed "\$250,000 for the creation of a master plan to improve the lives of all people living and working on the west side of Charleston by addressing issues including housing, jobs, social services and food access."<sup>5</sup>

With several state of the city speeches highlighting plans that support entrepreneurship, new businesses and business expansion, mayors recognize that entrepreneurship and local businesses

are critical drivers for economic recovery and growth. This summer, Easthampton, MA, a participant of NLC's City Inclusive Entrepreneurship program, is hosting its second cohort for the Business Blueprint Easthampton program. As Easthampton Mayor Nicole LaChapelle notes in her address, "this program is specifically designed to support entrepreneurs professionally and personally, [combining] granting of capital with coaching to teach the human side of entrepreneurship."<sup>6</sup>



It is an increasing priority that economic growth in our city equitable. This country has always promised equal opportunity. This city should do the same.

**Mayor David Holt**

OKLAHOMA CITY, OK

### TOP 5 ECONOMIC DEVELOPMENT SUBTOPICS



# Budget and Management



**B**udgeting and city management has consistently been a priority for city leaders that has been discussed in detail in annual state of the city addresses since NLC published the first State of the Cities report in 2014. This year, this policy area ranks as the third most discussed topic by city leaders. With unprecedented federal funding available to cities, towns and villages of all sizes through ARPA and the BIL, among other grants and funding sources, city leaders must make important decisions around priorities in capital investments, expansion of services and investments in staff and technology. City leaders discuss these investments as well as priorities for management and leadership with a key area of focus being diversity and inclusion.

The state of the city address is an important opportunity for city leaders to communicate with their constituents about budget priorities and strategies, as well as leadership and management of the city. This year, there has been a strong focus on the implementation

of federal funds, community involvement in budgeting and decision-making, the roles of city leadership, staffing shortages and concerns and local revenue. Budgetary priorities identified also include housing, infrastructure, public safety, parks and recreation and other projects.

In addition to discussing the budget itself, leaders discussed transparency and processes around budgeting. For example, the city of Pasadena, CA detailed a new plan for budget review involving multiple committees to review proposed budgets from different areas of government. Other cities are improving budgeting processes by increasing community involvement. The city of Flint, MI surveyed residents to determine uses for its ARPA funds.

Leadership, governance and local government workforce are also key areas of focus for city leaders. City leaders spoke about the need to fill new and old positions throughout all areas of government from leadership to transportation to waste services. As

the importance of equity and inclusion in government become increasingly clear, many cities are creating leadership positions dedicated to supporting these values. For example, the City of Lincoln, NE announced a new Diversity, Equity, and Inclusion position for a professional who will be responsible for promoting diversity in the recruitment, hiring, retention, and training for the city government's workforce.

Like other sectors, cities are experiencing high turnover right now, with many announcing the departure or arrival of directors and leaders in the city. Municipal governments are experiencing labor loss at an even higher rate than other sectors, with a 4.48% loss in labor from March 2020 - March 2022. To recruit and retain employees, cities are increasing pay and other benefits in many departments. Kingston, NY announced a city employee recruitment and retention plan with starting salary increases. Similarly, Helena, MT is looking into salary increases to retain its municipal employees. Detroit, MI is expanding

## Budget and Management

its employee assistance program and Fayetteville, NC is offering hiring incentives to bus drivers and police officers.

To compensate for expenditures, cities have found strategies to increase revenue without raising taxes. Charleston, WV; Kingston, NY;

Pharr, TX and Rock Island, IL all boasted healthy FY 2022 budgets that were achieved without raising taxes. These strategies include investing in commercial development to recruit businesses and planning for the use of federal recovery funds to balance budgets.

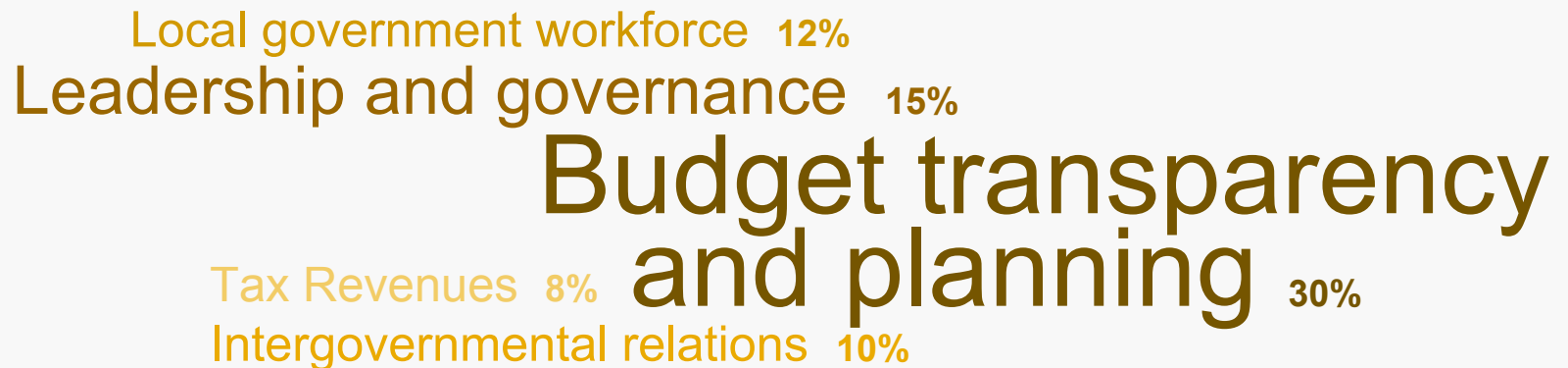


We will be seeking guidance on how we approach the collective problems facing us, and how we will leverage funding for success in 2023 and 2024 cycle. This includes allocating over \$30 million dollars in ARPA funding. The budget is a statement of our shared values, and how we allocate its dollars should further the common goals of our community.

**Mayor Victoria Woodards**

TACOMA, WA

### TOP 5 BUDGET AND MANAGEMENT SUBTOPICS



# Public Safety



As in previous cycles, public safety received spotlight attention in mayoral speeches during the October 2021 through April 2022 period. Following the tragic murder of George Floyd in 2020 that ignited a national movement surrounding criminal justice transformation, an increasing number of cities are putting police-community relationships at the core of their future plans. Public safety priorities in mayors' speeches this year ranged from improvements in police, fire and public safety accountability to violence prevention and community engagement. The City of Edmonds, WA announced comprehensive goals to improve the way police serve their community. "To have our police department build those close relationships with all of our community... working on domestic violence month, family court, awareness, crime prevention, neighborhood meetings, crime prevention meetings about package thieves and Cadillac converter theft, engaging with our uptown

businesses and the chamber of commerce, adopt a senior pet month mentoring program for at-risk youth and is in discussions with the Snohomish County Latin community on how the police can better serve our Latin community, and discussions with the food bank to mentor youth volunteers launching a volunteer program and recognizing scams presentation with our senior center." In her address, Mayor Nora Radest of Summit, NJ similarly highlighted plans to increase public safety by directly engaging with the community through outreach, education and active policing.

The city of Kingston, NY is implementing a two-pronged approach to improve police-community relations. In his 2022 state of the city speech, Mayor Steve Nobel mentioned that in the wake of the murder of George Floyd, the city formed the Re-envision Public Safety Task Force that utilizes a comprehensive list of recommendations of extensive research

(done by thirteen community members on policing practices) and develops a 1-year plan for immediate implementation and a longer 5-year plan for larger and more comprehensive goals, including ensuring fair and equitable treatment for all members of the Kingston community.

Crime prevention programs (as opposed to punitive policies) were also highlighted in mayoral speeches this year. Such programs include increasing surveillance in pedestrian areas in San Jose, CA and Cleveland, TN and expanding services for returning citizens to prevent justice system re-entry in Santa Monica, CA. Mayor Steve Reed of Montgomery, AL noted in his 2022 annual address that the city will invest half a million dollars into gunfire detection and prevention systems including cameras, license plate readers and ShotSpotter units throughout the city.

## Public safety

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Community engagement will remain one of the Police department's primary focuses, along with Public Safety. The Department wants to make sure to keep developing positive community partnerships

**Mayor Wilmot Collins**

HELENA, MT

### TOP 5 PUBLIC SAFETY SUBTOPICS





# Other Major Policy Areas Explored in Annual Mayoral Address

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## Housing

Housing and health-human services are also among the major topics explored in the 2022 annual state of the city addresses. Following the lessons cities learned from the impacts of COVID-19 on housing rental affordability (i.e., nearly two-thirds of renters nationwide were not able to afford a home in the first few months following the outbreak of the COVID-19 virus in the U.S.), cities are expanding their housing supply to accommodate their vulnerable populations.<sup>7</sup>

The city of Colorado Springs, CO has embarked on a multi-year homelessness initiative since 2019 that has significantly improved homelessness issues in the downtown area. As part of the city's homeless outreach program, a team comprised of fire department personnel and social

workers targeted individuals experiencing homelessness and connected them with available housing, shelters and resources.

The city is also expanding its supply of affordable housing to meet critical needs. In his 2022 speech, Mayor John Suthers noted that the city government is investing in multiple projects including a 54-unit project for very low-income seniors, 700 units of affordable workforce housing and 50 units of permanent supportive housing, among other affordable housing projects.

Pasadena, CA is also ramping up its efforts to accommodate more affordable housing for its economically vulnerable populations. Mayor Victor M. Gordo announced the rollout of a new accessory dwelling unit program that secured about 1,000 luxury apartment

units for low- and moderate-income rental housing. The city also recently began construction on over 500 units of affordable housing (including a much-needed 64-unit permanent supportive housing development). Additionally, **“184 new rental vouchers were secured to provide permanent supportive housing to community members, and over 200 persons experiencing homelessness were provided motel vouchers”**, the mayor announced in his speech.

## Other Major Policy Areas Explored In Annual Mayoral Address



### Health and Human Services

Health and human services were other major policy areas covered in mayoral speeches. Attention to green spaces and expansion of parks and recreational areas are at the top of the cities' lists as more communities embrace a 'car-free' lifestyle and more sustainable urban planning. In an attempt to revitalize unkempt public property land along its lakefront, Oswego, NY plans to make Sheldon Beach into a "legitimate park," to use Mayor Billy Barlow's terminology, by creating a small parking area, installing green space, a picnic area, another scenic overlook and a small trail providing smooth access to the shoreline known by locals as Flat Rock.

Mayor Barlow also announced that later this summer, the city is set to complete and open

to the public a \$400,000, 500 square foot concrete skatepark that will feature 24/7 surveillance with bathroom facilities. After finishing the project, the city will work with local businesses to host events and provide opportunities for youth to get them "off the streets and on the right path."

Rosemount, MN is planning a wide range of community activities for summer 2022. The city is on the verge of securing a public-private partnership for construction of a full-fledged athletic club and facilities that will include indoor and outdoor swimming pools, pickleball courts, exercise amenities, a spa and a cafeteria that will offer residents options for health, fitness and family activities in Rosemount.

**Attention to green spaces and expansion of parks and recreational areas. More cities embrace a 'car-free' lifestyle and more sustainable urban planning.**



**Mayors are leading our country through a rapidly changing environment. The shifts we have seen in cities in just two years are beyond those that most leaders have ever had to lead through, but our city leaders answered the call.**

**Mayors stood up for racial and economic justice in our cities, fought for and achieved a bipartisan infrastructure funding law and are rebuilding our economies and social fabric in the wake of the pandemic.**

**—2022 NLC STATE OF THE CITIES**



# Conclusion

## Cities will drive the future.

**M**ayors are leading our country through a rapidly changing environment. The shifts we have seen in cities in just two years are beyond those that most leaders have ever had to lead through, but our city leaders answered the call. Mayors stood up for racial and economic justice in our cities, fought for and achieved a bipartisan infrastructure funding law and are rebuilding our economies and social fabric in the wake of the pandemic. But our local leaders know that the work is not done. Their speeches this year spoke to where we are today, but more than that, drove a vision for the future.

In order to make cities more equitable and inclusive places, policy choices must reflect those goals -- and intentionality in decision-making must be included from the very beginning. As we see city leaders approach issues around public safety and rising crime in some cities, intentionality is critical. Our leaders know it, thinking not only about the short-term challenges, but the holistic fixes that must be made to reform our criminal

justice system and make sure that practices meet policy goals.

We see this need for intentionality grafted onto economic development goals too. Local strategies that create positive outcomes for people of color are necessary to improve equity in our cities. From State of the City speeches to the work being done in cohorts like NLC's City Inclusive Entrepreneurship network, strategies to drive equity are being employed nationwide, from public procurement reforms to venture capital flows to creating diverse leadership. Mayors are employing these strategies to build equitable economic goals in their communities across America.

Housing affordability continues to be an issue that strains communities throughout the nation. Tied together with rising inflation, it is becoming more and more difficult for many families to get by, with a disparate impact placed particularly on those disadvantaged communities that have historically been underpaid and overlooked. By focusing on

deploying resources equitably, leaders can raise the baseline for everyone in their cities, helping to rectify historic wrongs that have been placed on communities of color.

**Mayors are continuing to innovate on the local level and the best ideas are germinated in our cities.**

**As we emerge from the pandemic, the most valued leadership and best ideas percolate from the ground up. Cities will drive the future.**



# Methodology

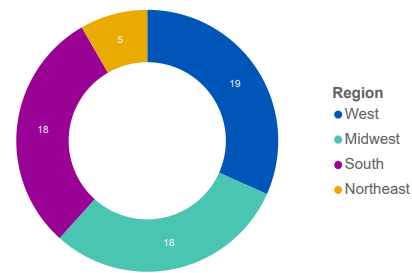
The 2022 report is based on a content analysis of 60 mayoral speeches delivered between October 2021 and April 2022 and includes cities across different population sizes and geographic regions. In particular, the speeches were obtained from cities in four population categories (less than 50,000; 50–99,999; 100,000–299,999; 300,000 or more) and four geographic regions (Northeast, Midwest, South, West). The report presents both major topics and more nuanced subtopics.

Each subtopic is assigned to one of ten major topics – economic development, infrastructure, budgets and management, housing, public safety, health and human services, education, energy and environment, government data and technology and demographics. Speeches

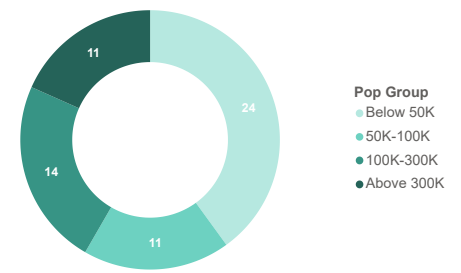
are coded as having covered a major topic if the word count for subtopics within that major topic constitutes at least 10 percent of the speech (this minimum threshold measures the extent to which a mayor gave significant coverage of a topic and is calculated based on the average portion of the speech dedicated to a given topic).

We code words in a speech only if a mayor indicated a specific plan, goal or impact for 2022 and/or the future (where a plan is indicated by a reference to money spent on, roadmap to, or timeline of, a project; a goal is indicated by reference to what a mayor hopes for the future; and an impact is indicated by a reference to a direction, suggestion or action for the future). Past accomplishments alone are not coded as either topics or subtopics.

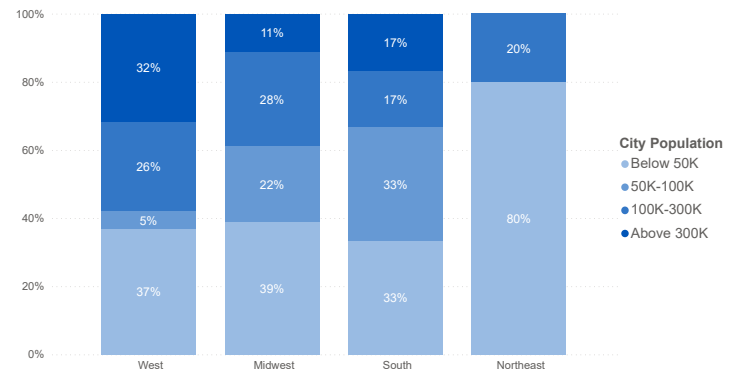
**SAMPLE BREAKDOWN**  
BY POPULATION  
61 TOTAL SPEECHES



**SAMPLE BREAKDOWN**  
BY POPULATION  
61 TOTAL SPEECHES



**SAMPLE BREAKDOWN**  
BY POPULATION AND REGION  
61 TOTAL SPEECHES



# Appendix

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TABLE 1  
COVERAGE BY MAJOR TOPICS

MAYOR SUBTOPIC	NUMBER OF SPEECHES	PERCENTAGE
INFRASTRUCTURE	53	88.33%
ECONOMIC	52	86.67%
DEVELOPMENT	46	76.67%
PUBLIC SAFETY	43	71.67%
HEALTH-HUMAN SERVICES	40	66.67%
HOUSING	43	71.67%
DATA-TECHNOLOGY	16	26.67%
ENERGY-ENVIRONMENT	33	55.00%
EDUCATION	14	23.33%
DEMOGRAPHICS	29	48.33%

**TABLE 2  
COVERAGE BY SUBTOPICS: INFRASTRUCTURE**

<b>SUBTOPIC</b>	<b>PERCENTAGE</b>
Infrastructure funding	17.43%
Water, waste and sewer infrastructure	15.31%
Roadways and transportation projects	11.87%
Local government property	10.74%
Maintenance and renovation	10.57%
Roads, streets, and signs	7.81%
Pedestrian infrastructure	6.82%
Bike lanes and green space initiatives	5.18%
Public transit	3.87%
Broadband	2.57%
Bridges and tunnels	1.87%
Highway	1.45%
Airport	1.20%
Rail	1.16%
Public works	1.04%
Traffic control and safety	0.61%
Parking	0.48%

**TABLE 3  
COVERAGE BY SUBTOPICS: ECONOMIC DEVELOPMENT**

<b>SUBTOPIC</b>	<b>PERCENTAGE</b>
Downtown Development	18.70%
Commercial real estate and projects	17.26%
Community development	9.02%
Entrepreneurship, new business and business expansion	8.46%
Economic and business development	7.21%
Arena and convention center	6.63%
Jobs	4.52%
Mixed-use development	4.12%
Arts and culture	3.69%
Business support	3.55%
Neighborhood vitalization	3.26%
Revitalization and Rehabilitation Efforts	2.54%
Small businesses	2.30%
Brick and mortar and physical retail	1.80%
Tourism	1.58%
Traffic control and safety	0.61%
Parking	0.48%
Workforce development	1.25%
Innovation attraction for businesses	1.24%
Women and minority owned businesses	1.13%
Manufacturing	0.90%
Training and Development programs	0.51%
Talent attraction and retention	0.33%

**TABLE 4  
COVERAGE BY SUBTOPICS: BUDGET & MANAGEMENT**

<b>SUBTOPIC</b>	<b>PERCENTAGE</b>
Budget transparency and planning	29.04%
Leadership and governance	15.53%
Intergovernmental relations	9.78%
Local government workforce	9.75%
Tax Revenues	9.28%
Fiscal balance and operational excellence	5.49%
Fiscal management performance	5.17%
Bonds	4.98%
Budgetary allocations and expenditures	3.37%
Property tax	2.77%
Sales tax	2.22%
Commercial tax	1.19%
Personnel costs and wages	1.00%
Financial surpluses and deficits	0.41%

**TABLE 5  
COVERAGE BY SUBTOPICS: PUBLIC SAFETY**

<b>SUBTOPIC</b>	<b>PERCENTAGE</b>
Police staffing	21.44%
Police and community relations	15.47%
Crime	9.60%
Police tech and equipment	9.37%
Police conduct, transparency, and efficiency	7.07%
Fire station	5.99%
Public safety funding	5.12%
Fire staffing	4.75%
Police station	4.53%
Fire tech and equipment	3.71%
Guns	3.32%
Emergency medical services	2.89%
Traffic control and safety	2.69%
Legal system	2.44%
Violent crime	0.91%
Officer training	0.44%
Police training	0.27%



**TABLE 6  
LIST OF CITIES INCLUDED IN THE SAMPLE**

<b>CITY</b>	<b>DATE OF SPEECH</b>	<b>MAYOR</b>
Aiken, SC	1/24/2022	Rick Osbon
Bessemer, AL	2/7/2022	Kenneth Gulley
Boulder City, NV	2/17/2022	Kiernan McManus
Carson, CA	3/18/2022	Lula Davis-Holmes
Charleston, WV	1/3/2022	Amy Shuler Goodwin
Cleveland, TN	1/11/2022	Kevin Brooks
Colorado Springs, CO	9/30/2021	John Suthers
Columbus, OH	3/15/2022	Andrew Ginther
Dayton, KY	1/13/2022	Ben Baker
Detroit, MI	3/9/2022	Mike Duggan
East Grand Rapids, MI	2/3/2022	Katie Favale
Easthampton, MA	2/24/2022	Nicole LaChapelle
Edmonds, WA	1/20/2022	Mike Nelson
Enid, OK	1/28/2022	George Pankonin
Eugene, OR	1/5/2022	Lucy Vinis
Fargo, ND	1/13/2022	Timothy Mahoney
Farmington Hills, MI	3/10/2022	Vicki Barnett
Fayetteville, NC	12/2/2021	Mitch Colvin
Flint, MI	12/14/2021	Sheldon A. Neeley
Fort Wayne, IN	1/27/2022	Tom Henry
Fremont, CA	9/21/2021	Lily Mei
Helena, MT	1/10/2022	Wilmot Collins

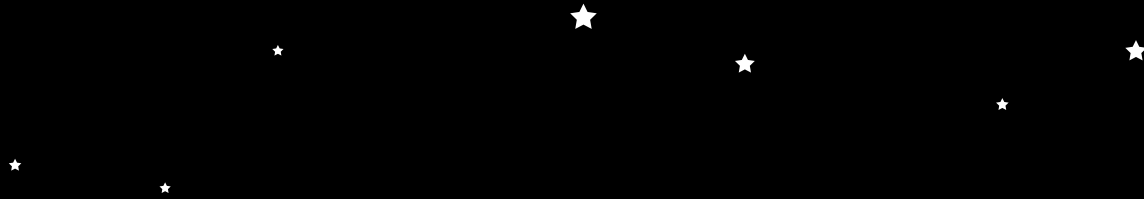
<b>CITY</b>	<b>DATE OF SPEECH</b>	<b>MAYOR</b>
Irving, TX	1/25/2022	Rick Stopfer
Jackson, MI	3/16/2022	Daniel Mahoney
Kettering, OH	2/7/2022	Don Patterson
Kingston, NY	1/4/2022	Steven T. Nobel
Las Vegas, NV	1/6/2022	Carolyn Goodman
Lexington, SC	3/7/2022	Steve MacDougall
Lexington, KY	1/18/2022	Linda Gorton
Liberty, MO	2/24/2022	Lyndell Brenton
Lincoln, NE	9/28/2021	Leirion Gaylor Baird
Long Beach, CA	1/12/2022	Robert Garcia
Monrovia, CA	1/24/2022	Tom Adams
Montgomery, AL	1/12/2022	Steven Reed
Oklahoma City, OK	11/2/2021	David Holt
Oswego, NY	1/12/2022	Billy Barlow
Overland Park, KS	4/12/2022	Curt Skoog
Palm Coast, FL	4/21/2022	David Alfin
Pasadena, CA	2/24/2022	Victor M. Gordo
Paterson, NJ	4/2/2022	Andre Sayegh
Pharr, TX	1/20/2022	Ambrosio Hernandez
Portsmouth, VA	4/13/2022	Shannon Glover
Richmond, KY	3/22/2022	Robert Blythe
Rochester, MN	1/14/2022	Kim Norton

<b>CITY</b>	<b>DATE OF SPEECH</b>	<b>MAYOR</b>
Rock Island, IL	1/10/2022	Mike Thoms
Roseburg, OR	1/10/2022	Larry Rich
Rosemount, MN	4/22/2022	Bill Droste
San Diego, CA	1/12/2022	Todd Gloria
San Jose, CA	12/24/2021	Sam Liccardo
Santa Monica, CA	2/15/2022	Sue Himmelrich
Scottsdale, AZ	3/2/2022	David D. Ortega
Springdale, AR	3/29/2022	Doug Sprouse
Springfield, OR	1/13/2022	Sean VanGordon
St Joseph, MO	3/3/2022	Bill McMurray
Summit, NJ	1/4/2022	Nora Radest
Tacoma, WA	3/10/2022	Victoria Woodards
Tucson, AZ	11/2/2021	Regina Romero
University City, MO	4/2/2022	Terry Crow
Valparaiso, IN	3/15/2022	Matt Murphy
Virginia Beach, VA	4/16/2022	Bobby Dyer
Woodstock, GA	1/21/2022	Michael Caldwell

# Endnotes

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- 1 American Society of Civil Engineers [ASCE] (2021). 2021 Report Card for America's Infrastructure. [Available at National\\_IRC\\_2021-report.pdf](#)
- 2 Noble, S. (2022, January 4). MOVING FORWARD TOGETHER 2022 State of the City. *City of Kingston, New York*.
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- 4 Himmelrich, S. (2022, February 15). 2022 State of the City. *City of Santa Monica, California*.
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- 6 LaChapelle, N. (2022, February 24). Mayor LaChapelle Delivers 2022 State of the City Address. *City of Easthampton, Massachusetts*.
- 7 Kusisto, L. (2018, April 3). More Renters Give Up on Buying a Home. *Wall Street Journal*. <https://www.wsj.com/articles/more-renters-give-up-on-buying-a-home-1522773685>



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