



2018 - 2021 Strategic Plan

INVESTING
in PLACE

Friends and colleagues,

We're excited to share with you our new strategic plan that sets the course for our work over the next three years and beyond. And there is a lot of work to do. I moved to Los Angeles over twenty years ago and for several reasons chose not to own a car. It was a choice I was privileged to make. But for those past twenty years, I've spent most of my professional life trying to improve the LA County region to become more safe, reliable, and accessible for all - especially for those with the least options. It's this passion that eventually led me to create Investing in Place. We're focused on expanding the voices at the table, improving transparency in budget decisions, and using data to inform and prioritize investments.

Today, the Los Angeles region has more severe income inequality than any other region in the state. The significant gap between the region's affluent and low-income communities manifests itself spatially. Our data shows that where one lives greatly affects educational attainment, life expectancy, safety, environmental quality, and access to opportunity. Simply put, place matters.

Los Angeles is a place of opportunity and possibility, but it can also be hard to navigate without reliable resources. We all need safe, affordable, and accessible transportation options to reach those opportunities. To do this we need a transportation system in Los Angeles that serves everyone, particularly those with the least transportation options.

Tackling these issues are at the heart of our work and you will see it outlined in our goals, objectives and key activities in this strategic plan. We believe that by combining our theory of change ingredients - research and ground truthing, advocacy, and capacity building - we can address these inequities.

With this approach, we can achieve a Greater Los Angeles where we bridge the gap between policy thinkers and on-the-ground community leaders; where we reduce social inequities through public policies and investments; where we improve public health and exceed environmental goals, especially for our most vulnerable neighborhoods. As a region, we recognize that equity is not a special interest, but in everybody's interest.

We look forward to working with you all to make Los Angeles a place for all.



A stylized, handwritten signature in black ink that reads "Jessica Meaney".

Jessica Meaney
EXECUTIVE DIRECTOR

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Mission

Our mission is to align policies and public dollars to support transportation investments that strengthen communities.

Vision

We imagine a Greater Los Angeles where we bridge the gap between policy thinkers, decision makers, and on-the-ground community leaders to reduce social inequities through public policies and investments. By investing in our most vulnerable neighborhoods, we improve public health and exceed environmental goals for the whole region. We recognize that equity is not a special interest, but in everybody's interest.

Defining Equity

Los Angeles County has tremendous disparities in wealth, health outcomes, and access to education, jobs, and services. Racial disparities, income inequality, and environmental justice are complicated issues, and public investment in our transportation network plays an essential role in addressing them. We follow USC Program for Environmental and Regional Equity's definition of social equity, which associates equitable outcomes for disadvantaged communities with an overall healthier, stronger, and more economically dynamic region. Equitable outcomes are achieved through:

A

Equitable access

B

Shared distribution of the benefits and burden

C

Partnership in the planning process and shared decision-making

Theory of Change

Investing in Place is not a traditional community-based non-profit. We achieve our mission and vision through a unique combination of:



Research & Ground Truthing

We develop policy analysis and education resources to justify a data-driven, needs-based framework for public infrastructure investments that improve social equity, public health, and environmental sustainability. Our collaborative research efforts are developed in partnership with grassroots leaders to ensure research outcomes align with the lived experiences of impacted communities.



Advocacy

Our advocacy is grounded in the outcomes of our collaborative research. We have developed a unique and trusted professional network that includes local elected officials, public agency leadership and staff, and grassroots community-based partners. This diverse network informs our policy and public investment advocacy strategies, which are designed to create healthier, more equitable, and more environmentally sound communities for all people in Greater Los Angeles, regardless of age, income, or ability.



Capacity Building

Equitable policy development starts with informed and inclusive dialogue to identify policies and public investments that support social equity, public health, and environmental sustainability. To foster these conversations Investing in Place builds capacity amongst

the diverse range of stakeholders in Greater Los Angeles through two signature methods: regular multi-sectoral convenings and educational policy resources. These methods are especially unique. We bring together grassroots activists and grassroots leaders unlike anyone else in the region and provide accessible analysis of complex policies through multimedia formats that can be understood by people from a variety of educational backgrounds and experiences.

GOAL 1:

Quantify The Need

Increase the number of jurisdictions that use equity data to guide transportation investments and use this as a model for agencies across the country.

GOAL 2:

Shift Policy

Influence public policies to be more supported by data, informed by leaders from impacted communities, responsive to demonstrated needs, and focused on measurable outcomes.

GOAL 3:

Grow Capacity

Grow the capacity of Investing in Place to achieve its mission.



GOAL 1: **Quantify The Need**

Increase the number of jurisdictions that use equity data to guide transportation investments and use this as a model for agencies across the country.

Overview of Issue

Historically, transportation investment decisions have been based largely on political expediency. Where data is used to justify financing decisions, inputs are often outdated, unreliable, or based on incomplete information. To begin shifting the transportation policy and finance decisions to an equity-based framework, Investing in Place works with partners to identify key metrics and data points that make the case for social equity in transportation policies and investments. This strategy will help articulate clear, measurable goals, identify desired outcomes, and support regional decision-makers to base transportation investments on need. Many jurisdictions and agencies in Los Angeles County lack capacity to do this work; Investing in Place and partners fill this gap.

Long-Term Outcome

Regional and local transportation systems in Greater Los Angeles provide

access to resources and opportunity for all users, through equity-driven investments and supported by needs-based data.

Three-year Objectives

- Metro's adopted 2020 Long Range Transportation Plan (LRTP) includes regional transportation equity policy recommendations, measurable investment goals, and commitment to technical assistance for under-resourced jurisdictions.
- Regional transportation conversations use new and innovative data on mobility and built environment trends to make policy and investment decisions.
- Public agencies across the County implement data-based, equitable transportation investment decisions, using new tools to evaluate regional transportation finance models (i.e. farebox recovery, ExpressLanes, electric vehicles, microtransit, etc.).
- Funding for active transportation improvements in Los Angeles County is significantly increased with a strategic investment plan prioritizing low-income communities of color.
- Metro invests current and future funding for bus and rail operations and prioritizes high frequency quality transit, dedicated bus lanes, and low transit fares to serve core riders and potential riders outside of the 9-5 commuter profile.
- Equitable implementation of regional Transportation Demand Management (TDM) practices, including transportation pricing strategies (e.g. ExpressLanes) and accessible ride-sharing services.
- The City of Los Angeles maximizes the ADA Willits settlement and the new Sidewalk Repair Program by leveraging funding to create safe, complete, and green sidewalk and crosswalk infrastructure, accelerates sidewalk investments for completion in the next 15 years, and aligns citywide infrastructure and mobility budgets and plans.

Key Activities

- Steward adoption of a data-driven equity definition and implementation in Metro policies in partnership with community-based leaders and academic researchers.
- Support development of a Metro-adopted robust public participation plan to guide and inform equity investments strategies with collaborative input from leaders in impacted communities.
- Increase impact and scope within the City of Los Angeles and advocate for a citywide infrastructure plan, capital improvement project list, and transportation budget.
- Continue to work with research partners to bring new data to conversations around mobility and the built environment, demonstrating that prioritized investment in impacted communities elevates the health of the entire region.

Performance Measures

- Shared definition of social equity in transportation policies and investments that includes:
 - Map of high-need areas and baseline conditions across Greater Los Angeles communities.
 - Data justifying prioritized investments in underserved communities that will improve the health of the whole region.
 - Long-term, measurable transportation investment goals for the region.
- Ten percent (10%) active transportation allocation in LRTP.



GOAL 2: **Shift Policy**

Influence public policies to be more supported by data, informed by leaders from impacted communities, responsive to demonstrated needs, and focused on measurable outcomes.

Overview of Issue

The Greater Los Angeles region is undergoing a transformation. As a result of unprecedented public investment and a pivot in transportation planning values, travelers will potentially have more multi-modal options for getting around. Likewise, local governments, the County and the State, are increasingly recognizing that data-driven investments in low-income communities are critical to improving the health of the entire region. Revenue from the more than 70 percent of regional transportation funding that is locally generated must be invested in a manner that is responsive to and informed by these realities. To effectively leverage our public resources, we must shift policy and investment decisions to focus on quantifiable outcomes, to address existing resource and health disparities, and to be informed by local leadership from impacted communities.

Long-Term Outcome

Regional and local transportation systems in Greater Los Angeles provide access to resources and opportunity for all users, through equity-driven investments and supported by needs-based data.

Three-year Objectives

- Multi-sectoral stakeholders share an informed expertise to articulate the benefits of data-driven, needs-based transportation policy and investment, and host successful cross-sector conversations on public policy.
- Community-based organizations are better equipped to distill policy analysis and mobilize advocacy actions in impacted communities through popular education tools.
- Public officials, media outlets, and other mainstream influencers are well-versed in benefits of data-driven, needs-based investment strategies on the health of the whole region.
- A broad diversity of countywide geographic and demographic perspectives are represented in policy efforts and convenings.

Key Activities

- Continue to facilitate cross-sector conversations and recommendations on public policy and investment decisions through hosted work groups and convenings and by amplifying equity concerns in other formal meeting spaces (i.e. Technical Advisory Committee, Policy Advisory Council, Ad-Hoc Customer Experience Committee, and Councils of Governments working groups).
- Develop and share a popular education toolkit for broad and diverse audiences to understand complex transportation policies and processes.

- Convert existing policy analysis into popular education/multimedia formats.
- Continue to produce and publish policy research and analysis in both written and popular education/multimedia formats.
- Maintain an influential online presence and pursue new engagement with local media for coverage of issues and efforts.
- Elevate needs, voices, and leadership of impacted communities located outside of the City of Los Angeles through new and renewed partnerships.
- Continue to strengthen relationships with key policy influencers, agency staff, community-based organizations and thought leaders.

Performance Measures

- Host 10 combined work group meetings/webinars and seven large-scale multi-sector convenings.
- Produce 20 multimedia tools for popular education toolkit.
- Popular education tools regularly used for education purposes and/or best practices by 10 external partners.
- Produce 50 documents of written policy analysis and commentary.
- Grow email list by 20 percent (while ensuring open rate of minimum 35 percent).
- Increase social media following by 20 percent across three platforms.
- Increase earned media coverage to five articles per year.
- Develop three new partnerships annually in different partner sectors and/or regional geographies.



GOAL 3: Grow Capacity

Grow the capacity of Investing in Place to achieve its mission.

Overview of Issue

As a small, start-up non-profit, Investing in Place must pay significant attention to its own growth and sustainability as an organization. Investing in Place should be a good place to work with reasonable job security and ongoing professional development opportunities. Raising new funding is important, but it is equally important that that funding be a good match for the organization's current needs and trajectory. In the next three years, staff will be expected to contribute to Investing in Place being a financially sound organization.

Long-Term Outcome

Investing in Place is a financially healthy, self-sustaining organization with sufficient staff and board support to produce successful and quality work output in its target geographic area.

Three-Year Objectives

- Raise an annual budget to support four to five full-time staff.

- Diversify funding sources to include foundations, donations, and fee-for-service.
- Implement performance measures for organizational outcomes.
- Explore feasibility of branching off to standalone 501(c)(3) non-profit status.

Key Activities

- Seek appropriate foundation support and cultivate funder relationships.
- Pursue appropriate opportunities for contract work.
- When resources are available, hire qualified staff to support communications, internal management, development, organizing, and policy research.

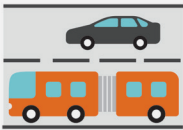
Performance Measures

- Raise 15 percent of revenue from unrestricted donations.
- Raise 15 percent of revenue from individual donations.
- Conduct minimum one fundraising drive per year for individual donors.



Fundraising History and Impact

Started in 2015, Investing in Place has cultivated a range of public, foundation, and individual donors to fund our impact on the transportation policy and public investment landscape of Greater Los Angeles. We have successfully raised \$1.1 million over our first three years. This has helped support our sustainability and success, notably the following highlights:



Public Investment Influence

First-ever countywide dedicated active transportation funding (2016)

Investing in Place was a pivotal leader in ensuring local dollars would be invested in first/last mile access to transit, safe routes to school, and a regional active transportation network. Measure M, a voter-approved countywide transportation sales tax, dedicated 6-8% of its \$122 billion expenditure plan to active transportation.

Including first/last mile investments as transit capital project costs (2016)

Local jurisdictions are currently required by Metro to contribute 3% of total Metro transit capital project costs in their jurisdictions. Based on Investing in Place recommendations, Metro has allowed jurisdictions to count investment in first/last mile investments toward their required 3% capital contribution. We estimate this will generate approximately \$300 million for safe and accessible transit stops for people walking and biking.

City of Los Angeles Vision Zero budget (2017)

Los Angeles City Council approved \$27.2 million for Vision Zero's annual budget, a citywide, multi-departmental program to eliminate traffic fatalities by 2025. After initially receiving no dedicated funding, Investing in Place and partners rallied to demonstrate public support for Vision Zero and councilmember allies to reverse the funding decision. The final allocation resulted in a more coordinated city investment that addresses both streets repaving and safe street design.



Policy Development

First-ever Los Angeles County Active Transportation Strategic Plan (2016)

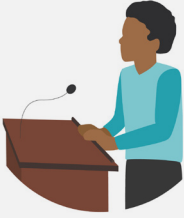
Investing in Place led a campaign for Metro to create and adopt its first-ever agency plan to quantify the funding required to realize a Greater Los Angeles accessible for people walking and rolling. The Active Transportation Strategic Plan (ATSP) identifies a range of \$737 million - \$1.7 billion needed to improve regional transportation options, particularly for those traveling without access to a private car.

Chair of Metro Policy Advisory Council (2016-2017)

After voters approved the Measure M sales tax measure, Metro leadership formed the Policy Advisory Council (PAC), a diverse 27-member body comprised of jurisdictions, transportation providers, and consumers. The PAC provides Metro with recommendations that will guide the implementation of the \$122 billion Measure M expenditure plan. Investing in Place has held the inaugural chair seat on the PAC since its formation.

Integrating mobility and infrastructure planning (2018)

Through community mobilization and advocacy meetings with local policymakers, Investing in Place influenced a Los Angeles City Council vote to consider transportation safety in establishing high-priority targets for sidewalk repair. This has paved the way for long-term discussions with the City to improve infrastructure project delivery and the City's candidacy for competitive funding opportunities.



Multi-sector Convenings

Investing in Place has hosted a total of 23 multi-sectoral convenings over the past three years, reaching over 1,000 participants, to discuss critical transportation policy and finance issues.

Growing Internal Capacity



After starting with one staff member and a supportive advisory board, Investing in Place has grown to three full-time staff members including a new Deputy Director. We leverage capacity with contracted research partners and have also set a goal of adding another mid-level full-time staff member by mid-2018.

Organizational Structure

Investing in Place is guided by Staff and the Advisory Board, key leadership partners, and our work groups.

Advisory Board

Investing in Place has a six-person advisory board, with leaders from various disciplines and areas of Los Angeles County, that ensures Investing in Place's direction continues to be strategic, implementable, and sustainable.

Partners

Our partners include, but are not limited to:

AARP

Alliance for Community Transit - LA (*ACT-LA*)

API Forward Movement

Bike San Gabriel Valley (*Bike SGV*)

California Walks

Climate Resolve

City of Los Angeles

Councils of Government (COGs)

Enterprise Community Partners (*ECP*)

Estolano LeSar Advisors

Fixing Angelenos Stuck in Traffic (*FAST*)

Koreatown Youth and Community Center (*KYCC*)

LA Thrives

Los Angeles County Bicycle Coalition

Los Angeles County Department of Public Health

Los Angeles County Metropolitan Transportation Authority ("Metro")

Los Angeles Neighborhood Land Trust

Los Angeles Walks

Leadership for Urban Renewal Network (*LURN*)

Prevention Institute

Proyecto Pastoral

SCOPE LA

Southern California Association of Governments (SCAG)

Southern California Resource Services for Independent Living

T.R.U.S.T. South L.A.

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Transit Center
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Investing in Place is a project of Community Partners.



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