

Surveying East Hollywood

*A Profile and Needs Assessment
of the Business Community*



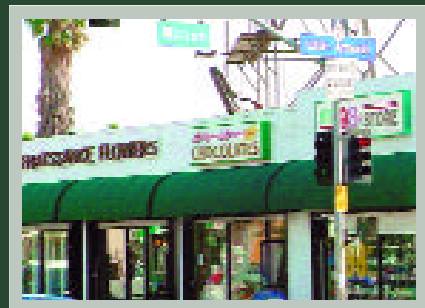
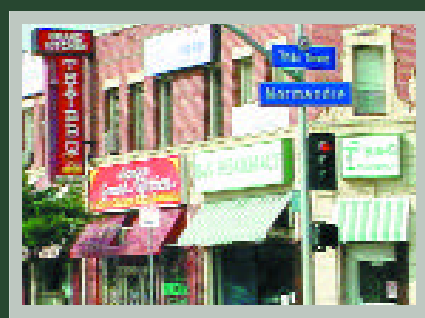
Office of Councilman Eric Garcetti
District 13



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October 2002

Funded by Washington Mutual Bank



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Acknowledgements

The Thai Community Development Center would like to acknowledge Washington Mutual Bank for its generous financial support of the study and the Office of Councilman Eric Garcetti (Council District 13) for co-sponsoring the focus groups. Councilman Garcetti's office was particularly instrumental in assisting Thai CDC with the identification of merchants and our community outreach efforts in East Hollywood. Economic Development Deputy Josh Kamensky provided especially helpful coordinating assistance.

Appreciation is extended in particular to the participants of the focus groups and individuals agreeing to be interviewed. We understand the sacrifice they made of their valuable time to participate in our study and hope that we did them justice by accurately representing their voice on issues of concern to them.

Camilla Fong of Covenant House California and Panya Kaewkho of Hollywood Thai Restaurant are owed additional appreciation for graciously providing their wonderful venues for the focus groups. For Spanish translation services, we are grateful to Marcella Ayala of Keyser Marston Associates. We

express gratitude to the Royal Thai Consulate for supporting the presentation of this publication by sponsoring the cost of printing and venue.

Finally, this study would not have been possible without the dedication and hard work of two of Thai CDC's staff members, Maegan Winning and Rachanit (Keh) Trikantha, both Program Directors in our Community Economic Development Unit who provided technical support, report editing, and overall project management. Thai CDC's interns, Caroline Bryant from Claremont McKenna College, Winnie Leh, our AmeriCorps VISTA member, and Pam Chan from the University of California at Los Angeles provided research assistance. Thai CDC's Mary Apisakkul, Program Development Specialist under the AmeriCorps VISTA Program provided the overall coordination involved in the publication and presentation of the report.

Chanchanit Martorell, Executive Director
Shea Cunningham, Consultant

Preface: The Role of the Thai Community Development Center in Community Economic Development

by: Chanchanit Martorell, Executive Director, Thai Community Development Center

A non-profit tax-exempt corporation, the Thai Community Development Center (Thai CDC) was founded in 1994 on the idea that all peoples have a right to a decent standard of living and quality of life. Our overriding mission has been to improve the socio-economic well being of low and moderate-income immigrants in the greater Los Angeles metropolitan area. Through our broad range of *social and human services*, we have assisted newcomers with the cultural and transitional issues that serve as barriers to successful integration in a new country. Our *educational and advocacy efforts* have helped to protect the rights of immigrants, low-wage workers, trafficking victims and welfare recipients. By integrating *community economic development strategies*, we have made economic opportunities more accessible to immigrants and increased their potential for economic mobility.

One community economic development (CED) strategy included our campaign to obtain a city designation of Thai Town in East Hollywood. Located along a two-mile stretch of Hollywood Boulevard between Western Avenue and Normandie Avenue, this section of Hollywood has served as the historic port of entry for newly arrived Thai immigrants and has seen the proliferation of Thai-owned businesses over the last thirty years. We believe that these Thai businesses have revitalized an area that would otherwise be depressed and the Thai workers employed in these businesses have become an integral part of the local workforce. Our community economic development activities in the Thai Town/East Hollywood area are aimed at addressing the fundamental needs of the area's residents for decent jobs, economic security, education, healthcare, and decent and affordable housing.

However, the city designation of Thai Town was merely the first step in the process of bringing economic development to the East Hollywood area. Our CED activities aim to bring tourism, economic opportunities and community empowerment to its local residents and merchants, allowing them to reclaim an area that otherwise would be left to blight and decay. The redevelopment that has been occurring is west of Thai Town continuing to leave our area neglected and without access to financial capital. There also continues to be a lack of human and social services and sufficient employment opportunities in the "skilled-labor" industry. Projects need to be developed in Thai Town and the surrounding area that promote more *education* (more schools), *empowerment* (affordable child-care, skilled job training, affordable housing), and *entrepreneurship* (small business assistance). Neighborhood revitalization needs to occur beyond Hollywood and into East Hollywood in order for local residents to enjoy a thriving economic base and better standard of living. Extending beyond our traditional client base, we seek to engage Latinos (the largest ethnic bloc in Thai Town) and Armenians (a sizeable minority) in economic development projects that will bolster improved infrastructure, decent and affordable housing, and an enhanced quality of life.

Ultimately, the success of Thai Town should be measured on how well it contributes to the overall development process and how well it satisfies people's basic rights for decent jobs, economic security,

education, healthcare, and decent and affordable housing. Given that the development of Thai Town represents an opportunity for the local community to participate as fully as possible in the decision-making affecting their livelihoods, the number and diversity of people we are able to involve in our CED activities will be another critical measure of our projects' success.

Strengthening the business sector is another way of improving our community's local economy. Hence, Thai CDC has been providing business consultation and technical assistance to small businesses through the Asian Pacific Islander Small Business Program (API SBP). During the past two years alone, we have helped over 80 Thai businesses with business planning, registrations and permits, and business start-up needs. In addition, we have conducted entrepreneurial training workshops and other workshops covering issues such as new city regulations, small business loans, and e-commerce.

We are also educating the community on the concept of a Business Improvement District (BID). Should a BID be created in East Hollywood, the area's long neglected infrastructure will be improved, attracting potential resources and investments to an otherwise depressed area. To promote economic development in the area around Thai Town through cultural tourism, Thai CDC is currently a member of the Alliance for Community Cultural Tourism (ACT). Through our participation in their citywide cultural tourism program, Thai Town and the area around it in East Hollywood may also benefit from city funded infrastructure improvements as part of this program.

To our knowledge, there are currently no community development corporations (CDCs) focusing on community economic development issues exclusively in the Thai Town/East Hollywood area nor one that is Thai-affiliated in the Los Angeles region. Given that our approach encompasses development of affordable housing, workforce development, neighborhood revitalization, and business development, we consider ourselves to be unique and innovative in this area.

We believe that the Thai CDC's CED-related activities will help us achieve the three E's —*empowerment*, *education* and *entrepreneurship* that are the essential products of CED. CED provides an opportunity for people to take charge of the development process more fully. Given that local residents bear the burden of what happens in their community, it is a matter of simple justice that theirs should be the prevailing voice in the decisions about any plans to be implemented. Education can serve as the mechanism through which empowerment is fostered.

We believe that the results of these CED activities will improve the area's economic and social strength. Our activities seek to develop resources that will nourish households and the neighborhood by encouraging, for example, neighborhood banking and local purchases so that dollars are being circulated in the community.

Executive Summary

This report is a preliminary guide for the Thai Community Development Center (Thai CDC) in its endeavor to engage in strategic economic development planning for the greater Thai Town area, with a special focus on the local business community. The objectives of the study were to: (1) Provide an updated profile of Thai Town and the adjacent immediate area, with a specific focus on the characteristics of the local business community; (2) Identify the most pressing needs of the business community; (3) Determine ways to improve the viability and sustainability of existing small businesses located in Thai Town and East Hollywood; (4) Determine methods for attracting investment and tourism into the area; and (5) Identify local agencies that may assist in these efforts. In order to achieve these objectives a SWOT (Strengths, Weaknesses, Opportunities, Threats) study and needs assessment of Thai Town and East Hollywood was implemented through focus groups with the local business community and interviews with local agencies.

The study found:

- East Hollywood is a diverse community with especially sizable Latino, Armenian and Thai populations. It is also a predominately low-income community with a high density of smaller-than-average businesses, and a low rate of property ownership among business owners and local residents.
- Focus group participation was low. Limited outreach resources proved insufficient to adequately mobilize the business community's interest in attending the focus groups. More outreach, coordination and community organizing efforts are needed to: (1) develop political and cross-cultural linkages within the Thai Town/East Hollywood community, and (2) a better understanding of economic development and planning issues among the community.
- Although the small sample of firms that participated in the focus groups are not statistically representative of the communities

within the study area, similarities were found in the perceptions, needs and ideas generated by each group. Focus group questions adhered to four categories: environment/quality of life, land use, business needs, attracting investment and tourism. The following are the core needs expressed by each respective category: (1) Basic infrastructure and community safety improvements, and a "greening" of the area; (2) A more pedestrian-friendly neighborhood, creation of design standards, a City-owned parking lot and more affordable housing; (3) Increase awareness of business assistance programs to increase property ownership among local businesses, encourage business diversification, and explore the idea of establishing a new East Hollywood Business Improvement District (BID); (4) Create marketing materials and a business directory; and once the community is sufficiently mobilized, develop a comprehensive tourism strategy and a community cultural center that serves the diverse local community as well as function as a tourist and referral center.

- Local agencies surveyed expressed interest in working with the Thai CDC and the East Hollywood community and encouraged participation in their respective projects, including the City Planning Department's 10-Year Plan, Hollywood Chamber of Commerce's master plan project for Hollywood, the Community Redevelopment Agency's 5-year Implementation Plan for East

Hollywood, and the Hollywood Comprehensive Economic Development Strategy (CEDS) planning project of the Mayor's Office of Economic Development.

- Council District 13, which represents much of the study area, has expressed a willingness to implement various economic development projects desired by the focus group participants, including planting trees, establishing a police substation, mitigating parking problems and advocating for a mitigation of the areas parking problems.

I. Introduction

by: Chanchanit Martorell
Executive Director, Thai Community Development Center

Representing the first study of its kind, "Surveying East Hollywood: A Profile and Needs Assessment of the Business Community" is an effort to document the barriers preventing businesses in the East Hollywood area from becoming viable over time and achieving long-term sustainability. A major piece of the study consists of an assessment of the basic characteristics of these small businesses and their most pressing and unique needs. The findings from our study also represent an in-depth analysis of the internal and external factors affecting the business climate in East Hollywood. By identifying this business community's pressing needs and issues, Thai CDC can begin to tailor

its programs to fill these needs and determine areas of advocacy. It will also help us determine how best to market the area to attract tourism and investment.

With the primary objective of this study being to determine how the viability and sustainability of businesses in the East Hollywood area can be improved, the findings will specifically help to inform us on how to 1) improve the quality and effectiveness of Thai CDC's existing business assistance services; 2) tailor information to financial institutions so that they can improve the effectiveness and quality of their services to small business owners; 3) narrow the gaps in business growth and development in an effort to improve the performance of these businesses; and 4) improve the overall business climate to attract tourism and investment.

This study represents a continuum of our community economic development work as we have become our community's leading authority on and voice for economic development in East Hollywood by producing on-going and up-to-date research on the area's demographics, land-use, existing social and human services, and socio-economic characteristics. The critical information gathered from our research is used in our effort to educate community members about their urban environment and the important role they play in enhancing their community's quality of life.

Because Thai CDC believes that community economic development involves the process of returning control and ownership of economic decisions to the people most affected by those decisions, inherent in our CED activities is a participatory process that ensures inclusion of as many community stakeholders as possible. Hence, when assessing their needs for this study, it was important for us to organize focus groups of business owners as a way to hear about their concerns directly from them.

Finally, this study is important because entrepreneurship plays a crucial role in the sustenance and vitality of the East Hollywood area. Entrepreneurship can include the establishment of more CDCs, co-ops, small businesses or the encouragement of self-employment. Overall, the goals of our CED-related activities in the Thai Town/East Hollywood area are fundamental to improving the financial well being of economically disadvantaged people through fostering economic independence and self-reliance. Our CED activities emphasize *exchange* and *equity*, focusing on the community's current skills, abilities and resources.

II. Background

This report is a preliminary guide for the Thai Community Development Center in its endeavor to engage in strategic economic development planning for the greater Thai Town area, with a special focus on the local business community. The objectives of the study were to: (1) Provide an updated profile of Thai Town and the adjacent immediate area, with a specific focus on the characteristics of the local business community; (2) Identify the most pressing needs of the business community; (3) Determine ways to improve the viability and sustainability of existing small businesses located in Thai Town and East Hollywood; (4) Determine methods for attracting investment and tourism into the area; and (5) Identify local agencies that may assist in these efforts. In order to achieve these objectives a SWOT (Strengths, Weaknesses, Opportunities, Threats) study and needs assessment of Thai Town and East Hollywood was implemented through focus groups with the local business community and interviews with local agencies. See the *Methodological Appendix* for the definition of the "study area" and a description of the study's methodology. See also *Maps 1 and 2*.

Thai Immigration and the Establishment of Thai Town

Although small in comparison to other Asian immigrant communities in Los Angeles, the Thai community is fast growing. According to the 2000 Census, there are approximately 10,000 Thais living in the City of Los Angeles — representing a 10% increase since the 1990 Census — and 20,000 in Los Angeles County.¹ The Thai Consulate in Los Angeles argues that the Census has severely undercounted the population, as often happens with many minority immigrant populations, and estimates that the Thai population in LA County is actually as high as 100,000.² In particular, East Hollywood has become home to a high concentration of Thai businesses and residents and is now considered an "ethnic enclave" for newly arrived Thai immigrants.³ Generally described as geographically bound economic centers, ethnic enclave economies are often characterized by a low-diversity of ethnic businesses (creating increased competition, high turnover rates and low profit margins), low income, high poverty, and a cheap immigrant labor force often lacking English language skills.⁴ This description is a fair characterization of the area of East Hollywood populated by Thais and other ethnic groups. In 1999, led by the ad hoc Thai Town Formation Committee of community members created by the Thai CDC, Thai Town was established to "promote neighborhood pride, economic development, cultural exchange and tourism." Thai Town is a six-block stretch on Hollywood Boulevard between Western and Normandie in East Hollywood.⁵ See *Map 2*.

The East Hollywood Connection

Greater East Hollywood is a diverse community with especially sizable Latino and Armenian populations.⁶ Because Thai Town is encompassed by East Hollywood, the vibrancy of the adjacent area's business community and the welfare of its residents are naturally in the interests of Thai Town's businesses and residents. Community participation and the development of cross-cultural linkages are necessary for culturally appropriate and sound economic development. This project is an attempt to reach out across the communities of East Hollywood and begin the much-needed community building process.

¹ Census Data Set: 2000 Summary File 1 (SF 1) 100-Percent Data; 1990 Census File STF1A.

² Martorell, Chanchanit, "Thai Community Profile," Thai Community Development Center, (November 1994).

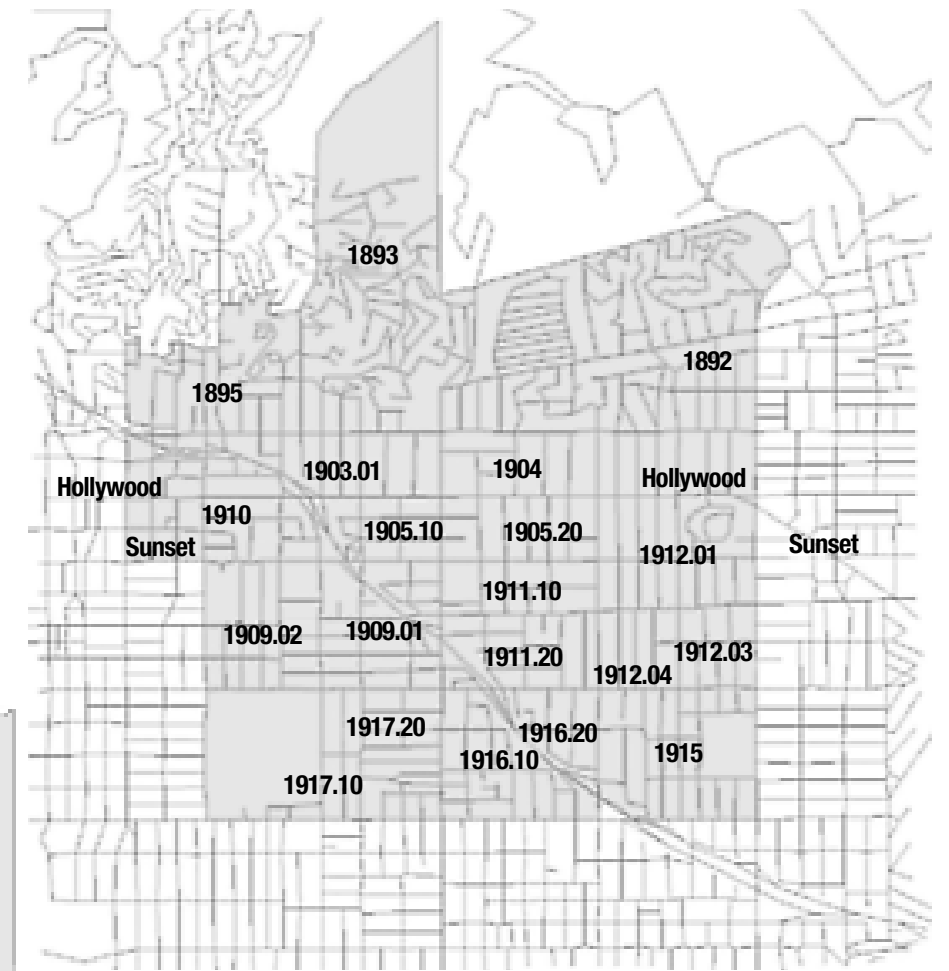
³ The census tracts representing Thai Town contain a higher percentage of Thais (2.11%) compared to the percentage of Thais in the City of Los Angeles (.03%). Census Data Set: 2000 Summary File 1 (SF 1) 100-Percent Data.

⁴ See Paul Ong et al., *Beyond Asian American Poverty: Community Economic Development Policies and Strategies*, LEAP Asian Pacific American Public Policy Institute and UCLA Asian American Studies Center, (Los Angeles: 1993, second edition 1999).

⁵ Martorell, Chanchanit and Ernesto J. Vigoreaux, "Thai Town Proposal of the Thai Town Formation Committee," Thai Community Development Center, (September 1, 1998); Vigoreaux, Ernesto J., "Thai Town Atlas and Community Analysis Research Project," A Comprehensive Master of Arts Project, UCLA, (2000). For other Thai population and business community estimates see Ernesto J. Vigoreaux, "Thai Town Atlas and Community Analysis Research Project," A Comprehensive Master of Arts Project, UCLA, (2000). Another recent UCLA study [Wang, Jennifer and Donna Pang, "Community Assessment of Thai Town," An Independent Project, UCLA, (Spring, 2001)] found 53 "Thai affiliated" businesses in a smaller area around Thai Town (Franklin Ave. on the North, Sunset Blvd. on the South, Normandie Ave. on the East and Wilton Place on the West).

⁶ Census 2000 data reveal that Latinos represent 44% of the study area, which is slightly less than the 46.5% of the City's Latino population. 2000 Census data for the Armenian population (Armenian is considered an ancestry, not a race) has not yet been released. However, Hollywood is widely recognized as a major agglomeration for the Armenian Community. The Ministry of Foreign Affairs of the Republic of Armenia estimate there are 360,000 Armenians/Armenian Americans living in the City of Los Angeles. <http://www.armeniadspom.com/population/>.

**Map 1:
Study Area
Census Tracts**



**Map 2:
Study Area
Street Boundaries**



III. Profiling the Study Area, Business Community and Industry Composition

Profile: Thai Town/East Hollywood Study Area

This section seeks to provide context for the subsequent sections that identify the strengths, weaknesses, opportunities and threats of Thai Town and the greater East Hollywood area. The demographics of the Thai Town/East Hollywood study area, the study area's business community and its industry composition are profiled, and brief concluding points are made.

Population: Diverse

According to the 2000 Census, 81,848 residents lived in the Thai Town/East Hollywood study area, accounting for 2.2% of the population of the City of Los Angeles. Asians comprise 9.8% of the population in the study area, which is representative of the Asian population (10%) in the City of LA. Thai Town's population is comprised of 2.1% Thais. Although small, this percentage is significantly larger than the percentage (.03%) of the Thai population in the City of LA.⁷ The mixed race population, at 5.6%, is more than twice the proportion in the study area than in the City, which is only 2.4%. Latinos represent 44% of the study area, which is slightly less than the Latino population (46.5%) in the City. Blacks are underrepresented in the study area, as they comprise 3.6% of the population while the population is 10.9% in Los Angeles. Whites are slightly over represented with 36.2% compared to 29.7% in the City of LA.⁸ It is widely known that there is a significant Armenian population in the East Hollywood area, however 2000 data has not yet been released for this population.⁹

Income: Low

Income in the greater Thai Town/East Hollywood study area is low and below the City's average. According to 1990 data, average income was only \$24,545 in the study area compared to the City of LA's average income of \$34,364. When we exclude one census tract that had a much higher than average income of \$85,574, the study area's average becomes \$20,186, far below the City's average.¹⁰ According to a recent study of a smaller area around Thai Town, the income capita in 1989 ranged from \$6,551 to \$12,608, well below the poverty level.¹¹

Rental and Housing Market: Tight

There is a high concentration of renters in the study area compared to the population of renters in the City: 87% of the housing units were renter occupied compared to the City average of 61%. Furthermore, average vacancy rates were significantly lower than the city average (2.3% in the Study Area vs. 3.5% in the City).¹² In 1990, median rents in the study area were slightly lower than the city average (\$542/month vs. \$600/month). However, the median value of owner-occupied units in the study area was remarkably higher than that of the City's (\$292,926 vs. \$241,400).¹³ The Community Redevelopment Agency (CRA) has documented a property value increase in the East Hollywood area over the past several years.¹⁴

Profile: Study Area's Business Community

Small Business Predominates

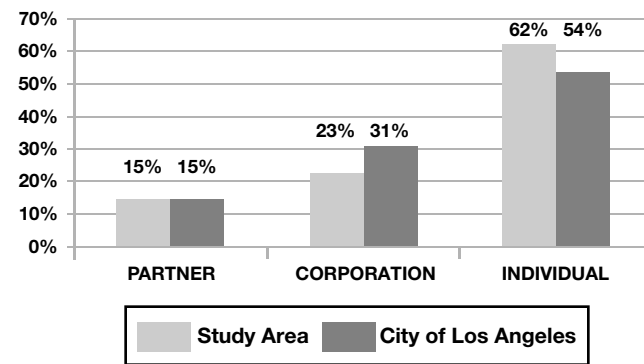
Businesses in the East Hollywood study area are small on average when measured by the number of employees per business and their average sales.¹⁵ The vast majority (88%) of businesses found in the study area have less than nine employees; approximately 25% of these establishments have only one employee. The remaining 12% of

establishments have an approximate average of 22 employees, excluding three outliers: a nursing home (200 employees), a television station (250 – 499 employees) and a hospital (1,000 – 4,999 employees). For comparison, the average number of employees per business in LA County is 14. Over 70% of the businesses had less than \$500,000 in annual sales. Fifteen percent ranged from \$500,000 to one million in annual sales, while eight percent ranged between one to \$2.5 million. The median range of the remaining seven percent was \$2.5 to \$5 million. Although the sample size is too small to generalize for all of East Hollywood with certainty, it reveals that East Hollywood is host to a large number of small businesses with a below average number of employees, as well as a few large businesses.¹⁶

Few Corporations

As the following chart illustrates, when we compare businesses in the study area with total businesses in the city of Los Angeles, we find that there is an over representation of individual private businesses and an under representation of corporations in the study area, while the percentage of partnerships in East Hollywood is exactly proportionate to the City.

Chart 1:
A Comparison of Business Types
in the Study Area and the City of Los Angeles¹⁷



⁷ The Thai Consulate in Los Angeles and Thai community-based service providers dispute these low figures reported by the Census. According to these agencies, the Thai population is upwards of 5 times higher than the Census reports. Given the high incidence of first generation immigrants, it is probable that many go unreported.

⁸ Census Data Set: 2000 Summary File 1 (SF 1) 100-Percent Data.

⁹ The Armenian merchant community, as measured by the OFTP database used in this study, is larger than the Latino and Thai business communities combined. By "eyeballing" the database for surnames, 219 Armenian businesses were found, compared to 63 Latino businesses and 52 Thai businesses. The remaining 310 were grouped as "Other."

¹⁰ Table P107A: Median Family Income in 1989, 1990 Census of Population and Housing, US Bureau of the Census. 2000 Census income statistics at the census tract levels has not yet been released.

¹¹ Wang, Jennifer and Donna Pang, "Community Assessment of Thai Town," An Independent Project, UCLA, (Spring, 2001).

¹² Census Data Set: 2000 Summary File 1 (SF 1) 100-Percent Data.

¹³ 1990 Census Data Set: C90STF3A.

¹⁴ January 9, 2002 in person interview with Donna Hemer, Hollywood Project Manager of the CRA in Los Angeles.

¹⁵ Employee and sales data represent less than 33% (200 out of 630) of the registered businesses in the study area (4600-5900 block of Sunset Boulevard and 4600- 5800 block of Hollywood Boulevard). LexisNexis and Reference USA (regularly updated firm information databases) were referenced for the purposes of collecting employee and sales data, however only 200 of the 630 businesses were found. Sales data were found for only 196 firms.

¹⁶ 1999 estimate. Average firms size by county table generated by the Southern California Area Governments and the Economic Development Department based on EDD Report 524, SCAG, <http://www.scag.ca.gov/Economy/regional2.html#ave>

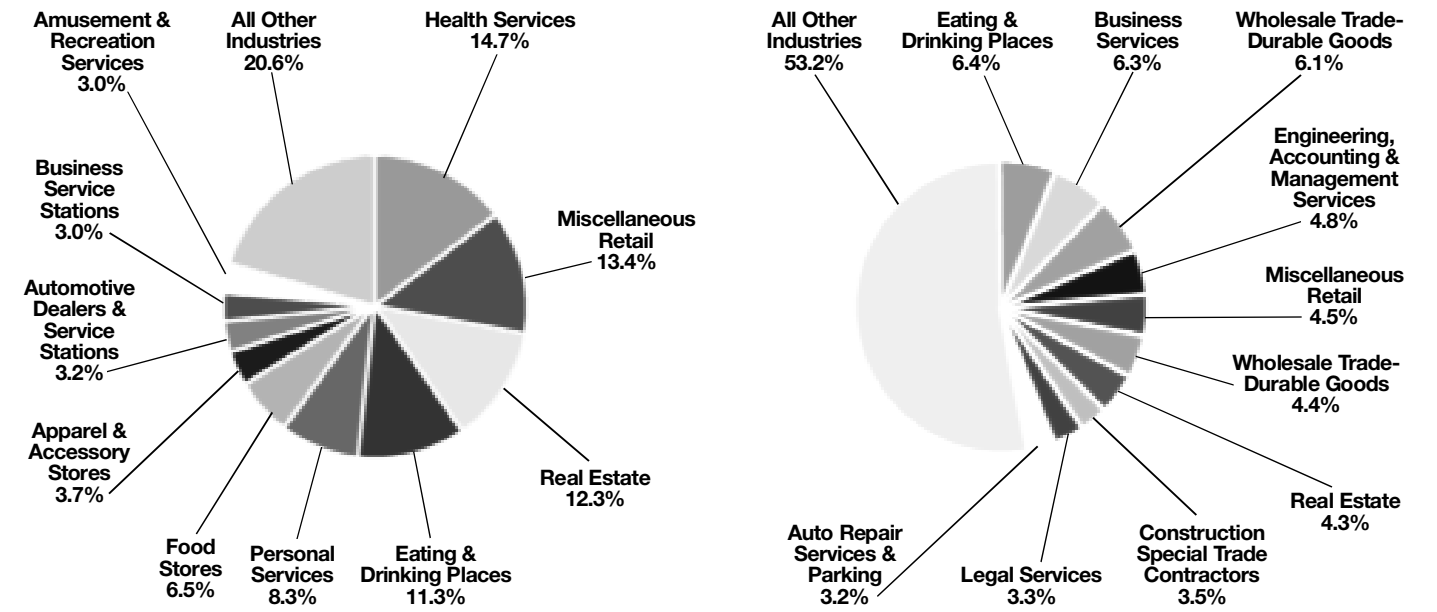
¹⁷ Source: unpublished report prepared for the Board of Equalization on June 1, 2001 by the Office of Finance, Tax & Permit Division, City of LA Report. The total excludes 132 trusteeships and 727 unclassified businesses.

Profile: Study Area's Industry Composition

The following comparative charts are of the top ten industries at the two-digit industrial classification level, as measured by number of establishments in East Hollywood and the county of Los Angeles. The Health Services industry is clearly dominant in the Thai Town/East Hollywood study area, representing nearly 15% of total industries. When we compare the study area's top ten industries to the County's top ten we find a few key differences. Firstly, the Health Services industry does not even appear in the County's top ten. This demonstrates a remarkable overrepresentation of the industry in the study area. We find only four common top ten industries between the study area and the Los Angeles County: Miscellaneous Retail, Eating and Drinking Establishments, Real Estate and Business Services. Although there are more Eating and Drinking Establishments in the County than any other industry, the proportion of these establishments

in the County (6.4%) is less than the proportion in the study area (11.3%). Also notable, the study area has a high concentration of its top six industries, compared to the County's top six. The top ten industries in the study area are comprised primarily of lower paying retail and service industries. See Appendix C for a complete inventory of industries in the study area with average annual pay and Appendix D for a comparative table of the industry composition in LA County. Appendix E contains four-digit level data for the top ten industries in East Hollywood and their corresponding average annual pay. While the County's top ten contains some industries with lower than average annual pay, it is mainly comprised of higher paying services and some manufacturing. Also noteworthy, many of the study area's top ten industries are part of the larger tourism industry (retail, restaurants and amusement and recreation services).

Chart 2:
Top Ten Industries in the Study Area and Los Angeles County



Summary and Concluding Points

- The East Hollywood study area has an exceptionally diverse population with high concentrations of Thais, Armenians and Latinos.
- It is a low-income area with many renters, a lower than average vacancy rate and rising property values.
- The study area is home mostly to small businesses but a few large corporations do exist within the area.
- The Area has a high concentration of its top industries, many of which provide below average annual pay. Over-concentration of a handful of industries can lead to volatility in times of economic downturn.
- Several of its top industries are a part of the larger tourism industry, which can attract tourists and generate development if guided properly, but it can also pose a risk to the community in times of recession.
- The Health Care/Health Services industry is the most important industry in the study area, as measured by number of establishments. Although the health industry is known for its skilled workforce, relatively high incomes and new technologies, the table in Appendix C reveals that many of the study area's businesses provide lower than average pay. Nevertheless, the high concentration of this industry in the East Hollywood area presents the community an opportunity to create industry linkages, such as education, outreach, job training and placement programs.

IV. Focus Group Observations

Unfortunately, focus group participation was very low, especially for the “Mixed Merchant” and “Armenian Merchant Community” groups. Low turnout was largely a function of a preexisting low level of civic participation within the community and a widespread lack of knowledge of economic development issues. Other factors identified: (1) many business owners are first generation immigrants. Beyond language barriers (Thai and Spanish translation was made available), many immigrants are not used to participating in community and business affairs; (2) small businesses (the majority of businesses in the study area) generally cannot afford to take time off to participate. Monetary incentives may be necessary in the future to generate focus group participation or, better yet, one-on-one interviews conducted at each individual business; (3) The Thai Community Development Center’s limited resources did not include an adequate outreach and community-organizing budget, which could have helped to generate a higher level of participation.

Nevertheless, focus groups were conducted; although the samples of firms surveyed are not statistically representative of each community, similarities were found in the perceptions, needs and ideas generated by each group. See Appendix B for Focus Group Invitation Sample, Focus Group Questions and Handout Survey.

Group One: The Thai Merchant Community

Fifteen merchants participated in the focus group, of which nine completed a business profile survey. One additional business owner, who was unable to participate in the focus group but wanted to participate in the study, was interviewed separately using the same survey instrument. *The Thai business community focus group focused specifically on Thai Town unlike the other two groups, which focused on East Hollywood in general.*

Table 1: Thai Business Profile Summary

Survey Question	Summary
Majority of businesses	Sole proprietorships
Business categories	Four restaurants, one catering company, two hair salons, two other retail businesses, and one newspaper.
Average years in business	3.3
Average revenues	\$100,000
Average number of employees	8.4
Median number of employees	2
Number of businesses employing family members	3

SWOT Observations

The primary *strengths* identified about Thai Town were (1) there are a lot of great restaurants that attract customers and (2) the designation of Thai Town has helped to improve the area’s image. The proximity to the freeway was also noted as a strength. The primary *weakness* identified is the lack of coordination and organization among the Thai community and Thai businesses. Other weaknesses expressed: an insufficient amount of traffic lights and cross walks, an insufficient amount of green space and trees, and a general lack of knowledge of economic development and planning among the Thai community. A lack of a bank and/or credit union in Thai Town and a lack in diversity of businesses were also noted as a major weakness. The primary *opportunities* were viewed as (1) the ability to attract investment from

Thai companies in Thailand and in the US and (2) the possibility of receiving a large investment planned by the Thai Consulate. The desire to attract a more diverse set of Thai businesses into Thai Town was voiced. Rising rents and property values were seen as the primary *threat* to Thai Town. According to one participant, rents are usually raised when leases are up because of rising property values. The vast majority of Thai merchants are renters and this situation is cause for considerable concern within the community. One particularly innovative idea was voiced for existing restaurant owners in Thai Town to purchase a property and start a cooperative restaurant.

Priority Needs/Ideas Identified by Category

Environment/Quality of Life

- Streets are unclean; graffiti is a problem
- Need more trees and street lighting
- Safety is a concern; youth violence appears to be on the rise; should develop a police substation or hire security guards

Land Use

- Not enough parking available; the Thai Town area needs a parking structure
- Not enough cross walks

Business Needs

- Accessible information on available properties and business assistance
- Financing assistance to increase property ownership among Thai merchants

Attracting Investment and Tourism

- Thai Town needs identifiable architecture and an organization to spearhead the effort
- Develop a marketing strategy for Thai Town
- Develop a cultural center with Thai boxing, art, music and dance demonstrations
- Organize a well-advertised and well-funded annual Thai New Year Celebration

Group Two: Mixed Merchant Community

Four business representatives participated in the Mixed Merchant Community focus group. As measured by average annual sales and number of employees, these businesses are larger than the businesses represented by the Thai focus group. The businesses are also more established than most of their Thai counterparts, having been in business for a longer duration of time. Two out of the four are national corporations.

Table 2: Mixed Merchant Business Community Profile

Type	Legal Structure	Years in Business	Annual Sales	Number of Employees	Family ?
Supermarket	Corporation		\$33M	105	n/a
Retail Coffee Shop	Corporation	30	\$2.6B	(54,000 nationwide)	n/a
Adult Health Care Center – Filipino Community Focus	Sole Proprietorship	5	\$1M	25	20%
Apartment Building – Rental	Sole Proprietorship	4	—	0	0

SWOT Observations

The *strengths* of East Hollywood as identified by the “Mixed Merchant Community”: East Hollywood has a diverse customer base; it is in close proximity to the freeway, the Metro and Griffith Park; Barnsdall Park is a major community asset as well as the abundance of medical centers and hospitals; local employees are qualified and have a good work ethic. *Weaknesses* identified: the streets are dirty and have potholes, the sidewalks are uneven and there is a litter problem; homelessness, prostitution, gangs, crime, vandalism and graffiti are on the rise. *Opportunities* identified: The vibrancy of Hollywood and the Vermont Corridor; a growing community; vacant buildings provide an opportunity for new and re-development; East Hollywood should capitalize on Hollywood’s name and activities. *Threats* identified: rents are increasing too rapidly; the recession has slowed business.

Needs/Ideas Identified by Category

Environment/Quality of Life

- Heightened security, including visible security guards, undercover police, a substation and a Neighborhood Watch program (with an outreach and education component for youth)
- East Hollywood needs to be greener (more trees and flowers); a “Green Team” should be created
- Streamline the process of working with the City to improve properties
- Construction projects around the Hollywood area should be staggered to minimize disruption
- A teen center (with after-school recreation activities, art classes and a career development office) catering to the East Hollywood community should be developed

Land Use

- Pocket parks and community gardens should be developed on vacant lots
- Thai Town and Little Armenia should be developed (make the communities and their businesses more identifiable and tourist-oriented, the boundaries of the communities should be more identifiable, more cultural events are needed); East Hollywood in general needs a more harmonious/uniform appearance to identify the area (including color, architecture, signage)
- Infrastructure Improvements: streets and sidewalks need to be repaired
- East Hollywood needs more retail (namely boutique and clothing stores and ethnic businesses) but it does not need more restaurants.

Business Needs

- “No Walmart!” (The focus group discussed the need for the development of smaller businesses)
- Businesses need to know more about what types of business assistance are available (City should be more active in outreach to local businesses); a lack of capital has prohibited the realization of East Hollywood’s potential
- Safety and security are a business concern

Attracting Investment Tourism

- East Hollywood needs to be marketed by (1) creating a directory to market businesses and attractions (such as Barnsdall Art Park and Los Feliz Village); (2) attractive signage and banners. It was noted that East Hollywood

is Hollywood and it should be marketed as a part of Hollywood

- East Hollywood should be more pedestrian-oriented and “user-friendly” (start by improving bus stops by installing benches and route maps)
- Should develop a cultural center to showcase the diversity of East Hollywood
- The past should be recaptured and historic buildings restored.

Group Three: Armenian Merchant Community

- Three merchants, all sole proprietorships, participated in the Armenian Merchant Community focus group. In comparison to all other focus group sole proprietorships, they have been in business for the longest duration of time. However, like their Thai counterparts, they remain small, with few employees.¹⁸

Table 3: Armenian Merchant Business Community Profile

Type	Legal Structure	Years in Business	Annual Sales	Number of Employees	Family ?
Bookkeeping & Tax Preparations	Sole Proprietorship	17	—	1	0
Retail & Office Center	Sole Proprietorship	18	—	3	67%
Retail Flower Shop	Sole Proprietorship	12	\$300,000	4	0

SWOT Observations

- The primary overall *strengths* identified about East Hollywood by the Armenian Merchants: (1) the two officially designated communities (Little Armenia and Thai Town) are good for their respective communities and for tourist attraction; (2) Barnsdall Park and the proximity to Griffith Park are good for the community as well as for attracting tourists. Other strengths identified: East Hollywood’s potential for development, the “Hollywood look” (East Hollywood *is* Hollywood; they share a common history and appearance), the proximity to Hollywood and its name recognition, the concentration of the hospital/medical industry within East Hollywood, the close proximity of Los Angeles City College, East Hollywood’s unique specialty stores. The primary *weaknesses* identified: (1) the lack of parking and the contribution of the parking problem by people commuting downtown on the Metro and using East Hollywood as a cheap place to park; (2) the lack of a business improvement district (BID). Other weaknesses identified: lack of trees and lighting, a high incidence of graffiti, streets are unclean, there are no design standards for the area, and there is a need for more security because it appears crime

¹⁸ Both the Thai and Armenian merchants noted that the community’s workforce is relatively skilled but underemployed. The lack of English language skills is viewed as a major barrier to performing better on the job, obtaining better jobs and improving the economic status of many in the community.

is on the rise. A lack of participation from the community and an over concentration of Armenian grocery stores and Thai restaurants (lack of diversity) were also seen as weaknesses. It was also noted that vacant lots and buildings appear to stay empty for long periods of time. *Opportunities* identified: (1) Tourist run-off from Hollywood; (2) Metro and Metro station projected activity, (3) Developments on corner of Hollywood and Western. *Threats* identified: (1) tourism is slow when the economy is in a recession; (2) LA's business tax is too high.

Needs/Ideas Identified by Category

Environment/Quality of Life

- Landscaping improvements, specifically more trees and well-designed lighting
- Area should develop design standards and identifiable architecture
- Restaurants and stores should be encouraged to display items and tables outside
- Need better police response; creation of a police substation and/or increase presence of bicycle cops

Land Use

- Parking is a big problem: (1) need to stem the tide of Metro commuters using East Hollywood as a parking lot; (2) need to develop a parking structure (the City should purchase existing empty parcels or create incentives to encourage current owners to develop parking)
- Development of a Farmer's Market with cultural theme
- Vacant and/or neglected buildings attract crime; the City should do more to encourage development of these buildings.
- Mixed use developments should be encouraged and development of artists' lofts and a local artist gallery. It was suggested that the CRA/Myers building should offer free temporary space to artists as a way to support local artists and encourage the development of an artist culture.

Business Needs

- More flexibility from government agencies, accessible information on business assistance (perception that the City focuses on Hollywood and neglects East Hollywood).
- Creation of a BID (for such things as beautification projects, development of safety measures, creation of a business directory, community signage/banners, identifiable architecture)
- More pedestrian traffic/customers
- More high-tech businesses should be encouraged and older buildings should be brought up to new technology standards

Attracting Investment and Tourism

- Develop cooperative advertising between Thai Town and Little Armenia and create an East Hollywood business directory
- Host well-advertised events (such as thematic festivals and fairs) that bring East Hollywood's communities together (including attractive banners to promote the area and cultural events)
- Develop an East Hollywood committee on tourism and coordinate efforts with Hollywood

Comparing Focus Group Outcomes

When comparing the outcomes of the three separate focus groups we find many commonalities and few differences. Overlap was found in the identification of strengths, weaknesses, opportunities and threats, especially between the Mixed Merchant and the Armenian Merchant groups. Namely, they felt that the diversity of East Hollywood is a key strength and that the designation of Thai Town and Little Armenia gives their respective communities a sense of pride. Also, the concentration of hospitals and medical centers were seen as a potential source for good jobs and community investment. The general lack of civic participation within and interaction between communities, and a perceived rise in crime were noted and viewed as the area's major weaknesses. The vibrancy of Hollywood and the Vermont Corridor were highlighted as prime opportunities for the revitalization of East Hollywood, while the tourist industry's high-sensitivity to recession was noted with concern and viewed as a potential threat to East Hollywood's economic stability.

Shared needs and ideas organized by category

in approximate order of priority:

Environment/Quality of Life

- All three groups noted the stark difference between Hollywood and East Hollywood and prioritized the need for cleaner streets, more trees and tasteful lighting.
- All three groups were concerned about safety and security; all have perceived a rise in crime. All groups expressed interest in a heightened presence of police either through a police substation or more patrolling. Groups Two and Three suggested that increased safety measures should include a youth intervention component and the establishment of a teen center to assist at risk youth.
- Groups One and Three stressed the need for more cooperation and participation within the community (Group One referred to the need to organize within the Thai community while Group Three spoke of the need for cooperation between communities). All three groups want to see the development of Thai Town, including the creation of culturally identifiable architecture. Groups Two and Three noted the need to develop Little Armenia.

Land Use

- All three groups expressed their concern about rising rents and property values and that measures should be taken to ensure that stability of local businesses.
- All three groups noted that the streets and sidewalks of East Hollywood are in need of repair.
- Groups One and Three expressed concern over the lack of parking in the area and suggested that a vacant lot or building should be purchased by the City and converted into a parking structure. Group Three noted that people from outside of East Hollywood drive to the Metro stations, park their cars and commute downtown on the Metro. This phenomenon has exacerbated the parking problem and the City should address it.
- All three groups expressed the need to convert Thai Town/East Hollywood into a more pedestrian-friendly area. Suggestions included: more crosswalks, traffic signals, benches at bus stops with route maps, encouraging restaurants to set tables up outside.
- The need to develop design standards for East Hollywood was noted by Groups Two and Three.

- Pocket parks, community gardens and a farmer's market were suggested by Groups Two and Three as appropriate uses for vacant lots.

Business Needs

- All three groups feel the need for more accessible information on business assistance, including financing assistance.
- *Attracting Investment and Tourism*
- All three groups highlighted the need to develop a marketing strategy and materials (such as a business directory and brochures noting community attractions) for Thai Town and East Hollywood.
- All three groups voiced the need for higher-profile cultural events.
- Groups One and Three suggested that a committee on tourism be established as well as a cultural center.

Final Focus Group Reflections

The three focus groups had many shared perceptions, needs and ideas. In general, it can be concluded that each group desires a pleasant, secure, attractive and vibrant community and values a "sense of place." While the focus groups were conducted specifically to identify the needs of the business community in East Hollywood, the merchants placed just as much, if not more importance on the topics of environment, quality of life and land use. These issues, along with the desire to attract tourists to the area, were viewed as the most pressing business needs and goals.

Although some of the participating businesses have been in business for lengthy durations of time, the majority of them were very small. Despite the existence and hard work of the Thai Town Merchant Association and numerous other public and non-profit business assistance programs across Los Angeles, knowledge of available business assistance, such as financing assistance, is not widespread within the local business community. More outreach and the provision of assistance to small businesses to help them grow to become prosperous, stable and good employers within the community are needed.

V. Surveying Strategic Agencies

In-person interviews were conducted in late December 2001 and early January 2002 with key personnel at (1) the Hollywood Chamber of Commerce; (2) the Department of City Planning; and (3) the Community Redevelopment Agency of the City of Los Angeles.¹⁹ In conjunction with city council district offices Four and Thirteen, these are the agencies responsible for place-based development in East Hollywood.²⁰ See *Appendix A for survey instrument*.

The survey-based interviews were conducted in order to:

- 1) Identify the strengths, weaknesses, opportunities and threats (SWOT) of East Hollywood as viewed by the agencies involved in the economic development of East Hollywood
- 2) Better understand these agencies past and current projects and plans for the the development of East Hollywood
- 3) Gauge the resources, interests and abilities in implementing the needs and ideas identified through the Thai Town and East Hollywood Business Community SWOT/Needs Assessment Focus Groups.

Each agency has their particular mandate and approach to economic development, nonetheless, significant overlap between the perspectives of the agencies and the focus groups regarding East Hollywood's "SWOT" and community needs was found. To limit redundancy, the following sections will highlight each agency's principal ideas not mentioned or expanded on in the focus groups, summarize their respective activities and plans for east Hollywood and outline opportunities that can be seized by the Thai CDC and the community of East Hollywood.

The Hollywood Chamber of Commerce

Todd Lindgren, the Director of Government Affairs of the Hollywood Chamber of Commerce, suggested that East Hollywood establish its own Business Improvement District (BID) to unify the business community, clean up and maintain the area, improve its business climate and attract tourists. A "BID" is an organization of either business or property owners in a commercial district who tax themselves to raise money for neighborhood improvement. Core functions usually include keeping sidewalks and curbs clean, removing graffiti, and patrolling the streets. More extensive and creative programs, such as "greening" and beautification, development of marketing materials, and establishment of social programs are also possible. Once a BID is formed, the assessment is mandatory and collected by the city like any other city tax. However, unlike other taxes, the city returns the assessment to the BID management for use in the district.

The Hollywood Chamber of Commerce has been involved in assisting with the establishment of several property owner-based business improvement districts (BIDs) within Hollywood over the last few years, including the Hollywood Entertainment BID and the Media District BID established in 1996 and the year 2000 respectively. Currently two other Hollywood BIDs are in formation, one on Sunset Boulevard and another along the Vermont corridor. Until recently the boundaries of the BID forming along the Vermont corridor were malleable and the possibility of extending it eastward down Hollywood Boulevard was discussed but was decided against. The establishment of a new "East Hollywood BID" encompassing Thai Town, however, remains a viable option for the local business community and property owners.

Also worthy of mention, the Chamber recently commissioned a report of Hollywood, assessing the development and design needs of the area.²¹ A series of thematic focus groups and the development of a master plan are now in discussion. The Thai Town/East Hollywood community should be involved in developing and implementing this process.

¹⁹ Interviews were conducted with (1) Todd Lindgren, Director of Government Affairs, Hollywood Chamber of Commerce (December 17, 2001); (2) Demis Chew, and Phillip Bacerra, Community Planning Bureau, Department of City Planning, Los Angeles (December 17, 2001); (3) Kip Rudd, Economic Development Planner, Community Redevelopment Agency (January 2, 2002); (4) Donna Hemer, Project Manager, Community Redevelopment Agency (January 9, 2002).

²⁰ Council District Four (Councilmember Tom LaBonge) and Council District Thirteen (Councilmember Eric Garcetti) share the responsibility for Hollywood.

²¹ Urban Land Institute, "Hollywood, Los Angeles, California: A Strategy for Hollywood's Comeback," An Advisory Services Panel Report, (Washington DC), March 11 - 16, 2001.

The Department of City Planning

The observations and suggestions of Dennis Chew of the Los Angeles City Planning Department overlapped significantly with the focus group observations and other agencies interviewed. However, Chew additionally noted the need for pedestrian-oriented design improvements and city-owned parking along Hollywood Boulevard between Western and Vermont. Chew acknowledged the low vacancy rates, rising property values and high demand for housing in the area and emphasized the community's need for more multi-unit apartments and condominiums. Chew asserted that the price of real estate in the area is still relatively affordable and that this presents the community an opportunity to guide real estate development in the area (e.g. ability to cooperatively purchase property for affordable housing, community centers and/or mixed use developments).

The Department of City Planning, which assists the city council offices, the CRA, developers and community organizations in their community and economic development projects, is currently in the process of preparing its 10-year plan for Hollywood, due out in the year 2004.²² The Department can insert a statement of need for Thai Town and East Hollywood in its forthcoming plan and assist the community with design improvements.

The Community Redevelopment Agency

The activities of the Community Redevelopment Agency (CRA) of Los Angeles include commercial and mixed-use development, the development of affordable housing, transportation projects, and infrastructure improvements. The CRA currently oversees over 30 projects and redevelopment zones in the City. There are two active CRA project areas in Hollywood: (1) The Hollywood Redevelopment Project, which was established in 1988 and has a duration of 30 years and (2) The East Hollywood Earthquake Disaster Assistance Project, which was established in 1994 after the Northridge earthquake. Unless extended, the East Hollywood project area will sunset in the year 2009.²³ See Appendix F for a map of the Hollywood Redevelopment Project and Appendix G for a map of the East Hollywood Project Area.

Unfortunately, the East Hollywood project has been in debt since its inception. Tax increment financing (TIF), which is based on the increase in property values within a given project area, serves as the revenue base for CRA projects. In a CRA project area, a portion of property taxes resulting from an increase in property values is retained within the project area for redevelopment purposes. However, rather than waiting for property values to increase (and thus start the flow of tax increment revenues to the project area), the CRA issues tax allocation bonds which are backed by the future tax increment the CRA is projected to receive.²⁴ The CRA also leverages Community Development Block Grants, MTA and LA Housing Department grants.²⁵

East Hollywood has realized a rise in property values over the past three years, however these revenues are largely financing the debt accrued through the usage of bonds for its two completed projects and the current 0.25 mile streetscape project along Sunset Boulevard at the corner of Vermont, which is being managed jointly with the MTA. Renovation of two apartment buildings on Hollywood Boulevard and Normandie Avenue are the projects so far completed in the East Hollywood project area. The streetscape project at Sunset/Vermont seeks to improve the pedestrian environment around the Barnsdall Park and subway station area, promote public transit ridership around

the community and into Griffith Park. The project is projected to be completed by mid-2003.

Both of the CRA interviewees acknowledged the stark aesthetic difference between Hollywood and East Hollywood and that due to differing project durations and limited TIF funds, the CRA has thus far concentrated its redevelopment activities in Hollywood. Several projects have been completed in Hollywood over the years, while others are still in progress such as three mixed-used development projects on the corner of Hollywood Boulevard and Western Boulevard. However, TIF revenues in East Hollywood are now on the rise and alternative financing continues to exist. The CRA is beginning to put together its next Five-Year (2002 – 2007) Implementation Plan for East Hollywood. Recommendations from the community for streetscape improvements (including sidewalk and street repair, the addition of lighting and the improvement of signage) and the development of a parking lot can be inserted into the plan. The insertion of community plans into CRA grant proposals to the MTA is also possible on a yearly basis. Thai Town's six-block stretch down Hollywood Boulevard falls into both project areas, with a two-block gap in between. In spite of the gap, the CRA has the authority to connect the two project areas for the purposes of needed streetscape improvements.

VI. Summary, Conclusions and Recommendations

The East Hollywood study area is culturally and ethnically diverse. It is characteristic of an ethnic enclave economy with language barriers between the communities, below average income and a high density of ethnic businesses such as Thai restaurants and Armenian markets. Most businesses are very small with low levels of property ownership; most business owners and residents are renters. With rising property values and rents, small businesses and low-income residents are financially vulnerable. Furthermore, a perception of rising crime exacerbates this feeling of vulnerability.

As was pointed out by the focus groups participants and agencies surveyed — and made evident by the low level of participation in the focus groups — a lack of civic participation and interaction poses a threat to the area's revitalization. Limited outreach resources proved insufficient to adequately mobilize the business community's interest in attending the focus groups. *More outreach, coordination and community organizing efforts are needed to: (1) develop political and cross-cultural linkages within the Thai Town/East Hollywood community, and (2) a better understanding of economic development and planning issues among the community.*

However, as expressed by those who participated in the study, *there is strength in the diversity and uniqueness of the area.* Focus group participants emphasized their support of Thai Town and Little Armenia because it gives the area, its residents and businesses a

²² The previous 10-year general plan for Hollywood expired in 1998. See City of Los Angeles, "Hollywood Plans: A Part of the General Plan of the City of Los Angeles," (Adopted by City Council December 13, 1988).

²³ See Community Redevelopment Agency of the City of Los Angeles, "East Hollywood/Beverly – Normandie Earthquake Disaster Assistance Project," (Adopted December 14, 1994); Community Redevelopment Agency of the City of Los Angeles, "Hollywood Redevelopment Project Five Year Implementation Plan," (1995-1999).

²⁴ See Paul More et al, "Who Benefits from Redevelopment in Los Angeles? An Evaluation of Commercial Redevelopment Activities in the 1990s," UCLA Center for Labor Research and Education and the Los Angeles Alliance for a New Economy, (March 1999).

²⁵ According to Donna Hamer, Project Manager for the CRA, East Hollywood's budget for FY 2000/01 was \$1.2M.

greater "sense of place" and because it increases the potential to attract tourists to the area if needed infrastructure and design improvements are made. Other opportunities were identified such as the area's close proximity to vibrant Hollywood and the Vermont Corridor.

A great number of business community needs in the Thai Town/East Hollywood study area were identified. Interestingly, these needs do not appear to be much different than one would expect to find from local residents. A few especially innovative ideas were expressed — such as the development of a youth intervention/teen center as an integral component to crime prevention, the creation of pocket parks and community gardens, and the establishment of an artist live-work-exhibit space in one of the vacant buildings. However, because resources are limited, it is impossible to expect that all of the suggestions can be immediately implemented. The following is a synthesis of ideas expressed to meet the most pressing needs identified through the focus group observations, interviews with local agencies and the profile of the demographics, business community and industry composition within the study area. *They are presented by category:*

Environment/Quality of Life

- Improvements in basic infrastructure, beautification and safety should be implemented. Priorities include cleaner and greener streets, more and tasteful lighting and the development of a police substation or more police patrolling.
- Coordination with the LA Beautification Team could be explored to contain the proliferation of graffiti in East Hollywood. The idea of establishing a "Green Team" in East Hollywood should also be investigated.

Land Use

- Convert the Thai Town/East Hollywood area into a more pedestrian-friendly environment. Create more crosswalks, install traffic signals, place benches and route maps at bus stops. Develop design standards to beautify the area.
- Build a City-owned parking lot in one of the vacant lots or buildings.
- Create more affordable housing.

Business Needs

- Increase awareness of general business assistance programs. There is a particular need to increase property ownership amongst businesses to ensure the stability of local businesses. There is also a need to encourage a diversification of businesses.
- The Thai CDC should coordinate with existing business assistance programs to increase awareness in the community and explore the idea of expanding its own business assistance program to serve a broader cross-section of the greater Thai Town community.
- Explore the idea of establishing a new East Hollywood Business Improvement District (BID) through outreach and coordination efforts with the business community and property owners.

Attracting Investment and Tourism

- In the short-term, marketing materials (such as brochures highlighting neighborhood attractions noted in the "SWOT Observations" section of this report) should be marketed to Hollywood tourists in order to take advantage of existing local tourist activity. A Thai Town and/or East Hollywood business directory could also be developed and marketed.
- Once a critical mass of the business community is mobilized, a

comprehensive tourism strategy for Thai Town and East Hollywood should be developed.

- Eventual development of a community cultural center in Thai Town should ideally serve the community as well as function as a tourist attraction.

Coordinate with Local Agencies

Interviews with local agencies revealed that many development projects are currently underway. These projects present additional opportunities to implement some of the needs identified by the business community focus groups. They are as follows:

- The Council District offices have the ability to implement various economic development projects desired by the focus group participants, including planting trees, establishing a police substation, mitigating parking problems and advocating for a city-owned parking structure. Council District 13 has shown willingness to move such projects forward.
- Monitor and participate in the development of the Hollywood Chamber of Commerce's interest in creating a master plan for Hollywood and ensure East Hollywood's interests are well represented.
- Coordinate with the City Planning Department and ensure the Community's interest in seeing design improvements along the eastern part of Hollywood and Sunset Boulevards are inserted into the upcoming 10-Year Plan.
- Present the focus group observations and recommendations (specifically with respect to infrastructure improvements, landscaping, and the development of a parking structure) to the CRA and advocate that they be inserted into the East Hollywood project's next 5-year Implementation Plan.
- Ensure that the interests of Thai Town and East Hollywood are inserted into the Hollywood Comprehensive Economic Development Strategy (CEDS) planning project of the Mayor's Office of Economic Development, which is currently underway.

Future Research Needs

- Finally, this study is only a primer on strategic planning in the Thai Town/East Hollywood area. More research is needed to develop a better understanding of the area and to more substantively inform the Thai CDC in its future endeavors. Future research projects should include:
- In-person business surveys would give a more accurate and detailed understanding of local business needs. This project could help activate the local business community.
- A comprehensive 2000 Census data analysis should be conducted. The collection of corresponding earlier Census data is suggested for a more thorough mapping of change in the community.
- A local labor-market needs assessment would be helpful in order to develop a well-informed strategy for serving the community's resident workforce.
- A sectoral analysis on the local health care industry to better understand its organizational structure, resources, and the degree and strength of its roots in East Hollywood would aid future projects to connect the local community to the industry.
- An in-depth historical review and analysis of East Hollywood should be conducted in order to develop a well-informed tourism project.

VII. Next Steps and Plans to be Undertaken by Thai CDC

by: Chanchanit Martorell, Executive Director, Thai Community Development Center

Based on the findings of this study, the Thai Community Development Center has determined some necessary and follow-up steps that can be immediately undertaken by our center or implemented in the very near future. They are prioritized as the following:

I. Community Education and Organizing

As cited in our report, low turnout for our focus groups was a function of a preexisting low level of civic participation within the community and a widespread lack of knowledge of economic development issues. To ensure a more active civic life in East Hollywood, we believe community education and organizing are absolutely essential and therefore, have made them our first priority.

Because Thai CDC envisions a community that celebrates the multicultural diversity of East Hollywood, community organizing in East Hollywood would have to sprout from each ethnic business community comprising the area. Thai CDC can facilitate the process by identifying key community leaders, spokesperson, resources, and institutions within the various ethnic business communities.

In the meantime, we will continue to do our part in educating and organizing the Thai business community around community development issues as a way of increasing active political discussions and decision-making on how public dollars are being spent in their community. In fact, Thai CDC has already created the Thai Town Merchants' Association and has helped Thai Town merchants address their needs with local government while promoting their businesses through our cultural tourism program.

To reach out to other ethnic businesses, we will encourage collaborative projects between business owners and local government, as well as with medical, entertainment and educational institutions. We will need to position this plan in a way that will help business owners play a more prominent role in the public debate over how their community will evolve. We can provide reliable analysis and technical support to cultivate political acceptability for proposed projects and recommendations. We can identify opportunities for businesses to develop and prosper. We will encourage involvement in existing neighborhood councils.

Because the concept of community economic development can be difficult to grasp, we can educate the business community about community economic development by utilizing popular education methods making the concept more accessible and relevant to their lives. It is our belief that once they understand the importance of participating in economic development issues affecting their lives, they will begin to engage more fully in civic life. This is ultimately the process by which community empowerment can be achieved.

II. Expanding our Existing Small Business Program

The success of our existing Small Business Program in collaboration with other Asian Pacific Islander (API) community organizations

warrants that it be expanded to address the small business start-up and development needs of other ethnic small businesses outside of the API communities in East Hollywood. Lacking linguistic and cultural capacity to serve other ethnic business owners outside of the Thai community, Thai CDC can serve as a clearinghouse for other ethnic businesses and refer them to existing business assistance programs in their languages. Assistance can also be provided in the English language to other ethnic business owners who are English proficient.

III. Promoting Cultural Tourism and Neighborhood Beautification

Having successfully obtained the city designation of Thai Town, Thai CDC continues to promote cultural tourism and neighborhood beautification as a strategy for economic development. As a member of the Alliance for Community Cultural Tourism, Thai CDC is actively engaged with other community groups from various ethnic and historic corridors in the City in a campaign to develop a community-based Cultural Tourism Policy for the City of Los Angeles to adopt as an ordinance. The policy is intended to promote and support the artistic, cultural, historical, and heritage resources in the City of Los Angeles. The policy's guiding principles are aimed at 1) supporting artists, cultural organizations and historic sites; 2) promoting cultural appreciation; 3) revitalizing neighborhoods; 4) creating access to cultural, historical and heritage resources of the City and 5) impacting the local economy.

Adequate protection of the cultural and historic resources for present and future enjoyment can contribute to sustainable economic development in neighborhoods. Thai CDC's construction of a Thai Town gateway, organized cultural tours and neighborhood beautification projects could impact economic development through increased visibility and visitation of Thai Town.

We believe that our Thai Town promotional activities and involvement in a citywide cultural tourism campaign will benefit other ethnic businesses in East Hollywood as well. Thai Town could serve as the portal by which other ethnic communities in East Hollywood are introduced to tourists.

We can also use the policy to increase visitor services, reduce crime and improve infrastructure support for East Hollywood. Through the "economic cluster zones" surrounding each cultural site, new zoning codes and business incentives can be created with participation from city council, city planning, building and safety, police, fire and other city departments.

Use of universal design on signs and printed media will contribute to the safety and friendly accommodation of all visitors and residents. Because California has the number one share of cultural travelers in the nation, capturing 11% of the national market and bringing over 13 billion dollars a year into the Los Angeles economy employing over 279,400 area residents (based on Draft #5 of Community-Based

Cultural Tourism Policy), promoting a cutting edge cultural tourism policy will have an enormous economic impact on East Hollywood. Research has shown that visitors to historic places stay longer, visit twice as many locations and spend more than two and one-half times more money than do visitors to non-historic places on average. Each one percent increase in visitors generates an additional \$280 million in travel spending.

IV. Incorporating our Findings in the Community Redevelopment Agency's Hollywood Redevelopment Plan and the Mayor's Hollywood Comprehensive Economic Development Strategies

We have been participating in both the CRA's redevelopment plan and the Mayor's economic development strategies for Hollywood. It is our hope that by incorporating our findings from this study in both of these plans, the needs and concerns of the East Hollywood business community will begin to be addressed.

V. Developing a Specific Plan for East Hollywood

We recognize the difficulty of addressing the very specific needs and concerns of the East Hollywood business community in a study that was intended to be more of an advocacy tool for general issues of concern and areas of priority. Although it is helpful in bringing these issues to light especially before our local leaders, we also recognize the need for a more specific plan that will address all of the areas of concern in fuller detail. For example, where a group of business owners is voicing the need for more parking, a specific plan will include a potential location to build a parking structure and determine the cost and environmental feasibility for such a project. Business owners had also cited the need for design standards, crosswalks and greenery. A specific plan would be able to address how these individual needs can be met. Thai CDC intends to pursue additional funding to develop a specific plan as a follow-up to this study.

VI. Creating a Hollywood-East Business Improvement District

Hollywood has undergone radical improvements in public safety and cleanliness as a result of the efforts of local businesses, property owners and Hollywood's Business Improvement Districts (BIDs). There are currently four BIDs in Hollywood. They are the Hollywood Entertainment District, the Hollywood Media District, the Vermont Avenue BID and the Sunset Boulevard BID.

Thai CDC participated in the Hollywood Chamber of Commerce's East Hollywood Committee and was involved in creating the Vermont Avenue BID which is now called the East Hollywood BID. The committee worked with Councilmember Jackie Goldberg's office to obtain funding for a consultant and feasibility study. The boundaries of the BID are from Melrose up Vermont Avenue and west down both Sunset and Hollywood Boulevards to Alexandria Street. The BID includes properties with street frontage.

Thai CDC sees the potential of creating another BID that extends the East Hollywood BID further west along Hollywood and Sunset

Boulevards from Normandie Avenue to Gower Street that can be called Hollywood-East BID. This area will essentially incorporate the businesses that were in our study area. To have such a BID created, property owners and local businesses would have to be educated on what a BID can do to improve the area. With additional resources, Thai CDC can facilitate the community outreach and education process, obtain funding for a feasibility study, and create a committee that can serve as the representative body to submit the BID proposal to our councilperson.

VII. Monitoring the Station Neighborhood Area Plan for the Hollywood and Western MTA Station

Thai CDC worked with the City Planning Department and Councilmember Jackie Goldberg to organize various community stakeholders around the Vermont/Western Station Neighborhood Area Plan (SNAP) which was adopted by the City in January 2001. The vision for the twenty year plan is to make the community more livable, economically viable, and transit friendly. The plan is also intended to maximize the local economic development potential of the Metro Red Line Subway system in this neighborhood. There are four subway stations in this neighborhood along Vermont Avenue and Hollywood Boulevard at the intersections of: Vermont Avenue and Beverly Boulevard; Vermont Avenue and Santa Monica Boulevard; Vermont Avenue and Sunset Boulevard; and Western Avenue and Hollywood Boulevard.

Since the station located at Western Avenue intersecting Hollywood Boulevard is in our study area, it is important for Thai CDC to monitor the implementation of the plan and continue to educate other stakeholders about the plan as it applies to this station. The plan calls for a walkable, transit friendly urban community, with existing residential neighborhoods preserved, future population and commercial growth channeled into mixed use buildings along transit corridors, and unique activity centers at each of the four subway stations. Public services, especially parks, child care, community police stations, libraries and schools are to be expanded, and placed in sites among the neighborhoods and along commercial corridors.

One significant component of the plan that should be of interest to businesses is the Local Jobs Incentives that are a set of policies and code incentives or exemptions for both small and larger businesses to come into and remain in the Plan Area. Live/works spaces, and small assembly workshops are allowed to facilitate business start-ups. Existing commercial buildings are allowed lower parking standards in order to attract a wider range of tenants.

As an institutional stakeholder in this community, Thai CDC can build coalitions among other stakeholders around a specific project and/or objective to see that parts of the plan important to the East Hollywood community be implemented.

METHODOLOGICAL APPENDIX

The Study Area and Data Sources

Specific census tracts and registered businesses along confined sections of Hollywood Boulevard and Sunset Boulevard define the study area.

Census Tracts

- (1) Thai Town (a six-block stretch of Hollywood Boulevard between Western and Normandie). Two Census Tracts represent Thai Town: 1904 and 1905.20. (2) A one-mile radius around Thai Town. This is represented by the following 21 Census Tracts, including Thai Town: 1892, 1893, 1895, 1903.01, 1904, 1905.10, 1905.20, 1909.01, 1909.02, 1910, 1911.10, 1911.20, 1912.01, 1912.02, 1912.03, 1912.04, 1915, 1916.10, 1916.20, 1917.10, 1917.20).¹ Demographics, income and housing data for these census tracts were analyzed.

Firm Data

- (1) Registered businesses on Sunset Boulevard (with addresses between the 4600 and 5900 block) and Hollywood Boulevard (with addresses between the 4600 and 5800 block) were identified through the database of the Office of LA City's Finance, Tax & Permit Division. The database contained business contact information, business type categorization and Standard Industrial Classification (SIC) code data. 607 active businesses were found. Surnames were "eyeballed" in order to estimate the proportions of the dominant communities in the study area, and for purposes of mailing out focus group invitations. Fifty-two Thai-owned or operated businesses were found along Hollywood and Sunset Boulevards in the Thai Town Study Area for this report. Many more businesses are known to exist within the greater East Hollywood area.

- (2) The LexisNexis business directory was used to supplement firm information with employee and sales data.

Businesses in Study Area Invited to Participate in Focus Groups

Slightly over 600 owners or managers of businesses within the study area were sent invitations to participate in an East Hollywood businesscommunity focus group meeting. See *Focus Group Invitation in*

Appendix B. Three East Hollywood business focus groups, broken out by ethnicity, were conducted in January and February 2002:

- (1) Thai merchants;
- (2) Mixed merchant community (Latinos, Whites and others);
- (3) Armenian merchants. The business list was separated out by the surname of the business owner or manager. The Thai Focus Group was held on January 26, 2002 at Hollywood Restaurant on Hollywood Blvd., the Mixed Merchant Focus Group and the Armenian Merchant Focus Group were held at Covenant House on Sunset Blvd. on February 20, 2002 and February 27, 2002 respectively. The rationale for hosting separate groups was largely based on ethnicity and language, and was due to the fact that the predominant communities of East Hollywood (Latino, Armenian, White and Thai) are not currently integrated. It was decided that separate focus groups would provide for a more comfortable environment and allow for freer expression of concerns and ideas.

SWOT Conducted

A "Strengths, Weaknesses, Opportunities and Threats" (SWOT) approach was used to conduct the focus groups. Questions posed to the participants were organized by the following categories:

- (1) General SWOT, (2) Environment/Quality of Life,
- (3) Land Use,
- (4) Business Needs,
- (5) Attracting Investment and Tourism. In some instances, there is overlap between categories. Issues identified were ranked and prioritized; in addition, individual business profile information was collected via a survey handed out to each participant at the beginning of the meeting. See *Focus Group Questions in Appendix B.*

Survey Implemented

Finally, a survey was designed and used to interview three local agencies that are involved in economic development in East Hollywood. See *Appendix A for survey instrument.*

¹ In 1990 the one-mile radius around Thai Town included only 15 Census tracts (1892, 1893, 1895, 1903.1, 1904, 1905, 1909.01, 1909.02, 1910, 1911, 1912.01, 1912.02, 1915, 1916, 1917). Some of the tracts in 1990 were split into separate tracts in the 2000 Census.

APPENDIX A

THAI CDC THAI TOWN SWOT STUDY SURVEY INSTRUMENT

Goal:

To better understand agency's extent of interest and available resources

THE BASICS

Name and title of person interviewed:

How long have you been in the position?

At the agency?

BROAD QUESTIONS:

- In your opinion, what are the area's internal strengths and weaknesses? Be specific (e.g., culture/diversity, entertainment, workforce, housing supply)
- In your opinion, what are the area's external opportunities and challenges? Be specific (e.g. vacant lots and buildings, new technologies, economic conditions)
- In your opinion, what does Thai Town (and east Hollywood) need to improve its business climate? List the priorities.
- In your opinion, what does Thai Town (and east Hollywood) need to be a better place to live as a property owner? List the priorities.
- In your opinion, what does Thai Town (and east Hollywood) need to attract tourists? List the priorities.
- In your opinion, what does Thai Town (and east Hollywood) need to attract investment? List the priorities.
- Does your agency have a development policy for the east Hollywood area? Is your agency currently engaged in any activities in Thai Town and/or east Hollywood?

AGENCY RESOURCES QUESTIONS:

- How many employees (full and part-time, if any) focus on east Hollywood?
- What plans does your agency have for investing in/revitalizing the area/s (if any)?
- What is your agency's overarching budget?
- What is your agency's budget (or potential budget) for east Hollywood?

QUESTIONS RELATED TO NEEDS IDENTIFIED IN 1994 THAI TOWN SURVEY:

- Would you support the following needs identified through earlier surveys and recent focus groups?
- A new affordable housing development in the Thai Town area?
- A job-training center? (and/or advocate for an east Hollywood LA County One-Stop Job Training Center?—w/ cultural and linguistic competencies)
- A health center for the Thai Community?
- A business incubator?
- An adult care center?
- A childcare center?
- An immigration, legal and language services center?
- A mixed-use development (w/ a multi-cultural community center)?
- A new park and community garden (w/ possible income generating component)?
- If wish to support, in what form?
- What other agencies should TCDC partner with to launch one or several of these projects?

RESOURCES:

Please provide me with copies of your agencies recent plans, studies or project reports on the East Hollywood area.

Appendix B

Sample Focus Group Invitation Sample

February 1, 2002

Dear Business Owner,

If you are a business owner in the East Hollywood area specifically with addresses falling between 4600 and 5800 Sunset Boulevard or 4600 and 5900 Hollywood Boulevard, you are encouraged to participate in a very important community meeting co-sponsored by the Office of Councilman Eric Garcetti of the 13th Council District and the Thai Community Development Center (Thai CDC).

As a local non-profit community development corporation, Thai CDC is currently conducting a survey by way of a "focus group" with local merchants of various ethnic and cultural backgrounds in East Hollywood to stimulate observations and ideas on local business needs and opportunities. The focus group's findings and recommendations, made by you and your fellow merchants, will inform future local economic development projects. As a local business owner, your participation will make a difference in the business climate of East Hollywood. Your attendance at this meeting will also serve as an opportunity to be heard by a representative from your council office.

When: Wednesday, February 20, 2002

Time: 7:00 PM – 9:00 PM

Where: Covenant House, Board Room (2nd Floor)

1325 North Western Avenue, Los Angeles, CA 90027

Refreshments provided

Please R.S.V.P. to Maegan Winning or Keh Trikandha at Thai Community Development Center, (323) 468-2555 by February 13th. If you have any questions, please do not hesitate to call Thai CDC or Josh Kamensky at Council District 13, (213) 473-7013.

Below are some questions to review and reflect upon in preparation for our time together:

- From your perspective, what are the opportunities for East Hollywood?
- What are the main challenges to the redevelopment of East Hollywood?
- What can be done to improve East Hollywood's image?
- What infrastructure improvements are necessary to properly revitalize the area?
- What types of new businesses and services are needed in the East Hollywood area?
- What should be done with unbuilt parcels and vacant buildings?

Once again, thank you and we look forward to seeing you on February 20th! Please arrive on time so that we can keep to our schedule.

Sincerely,

Office of Councilman

Eric Garcetti of the 13th Council District

Thai Community Development Center (Thai CDC)

FOCUS GROUP QUESTIONS

OVERARCHING QUESTIONS/EXTERNAL FACTORS

- From a commercial revitalization perspective, what are the opportunities for Thai Town/East Hollywood?
- What are the threats and challenges to the redevelopment of Thai Town/East Hollywood?

Environment/Quality of Life

- What can be done to improve Thai Town/East Hollywood's aesthetics/image? (e.g. does it need more green space? Restoration of historic buildings?)
- What should be done about the graffiti?
- How concerned are you about security and crime in the area? What are your suggestions for crime reduction?

Land Use and Amenities

- What infrastructure improvements are necessary to properly revitalize the area?
- What should be done with the unbuilt parcels and vacant buildings?

Business Specific Questions

- What types of new businesses and services does Thai Town/East Hollywood need?
- Are you satisfied with the city's business (and financial) assistance agencies and programs? If not, why not?
- How important are new technologies to your business? What sort of technologies should the business community and/or government invest in?
- Do you hire locally? If no, why not? Is the labor force sufficiently skilled? If not, what types of skills do they need?

Thai Town Specific Questions

- How can Thai Town/East Hollywood more effectively capitalize on its diversity and uniqueness?
- What are the most important tourist attractions in the area? How can they be improved? What is missing?
- How should Thai Town/East Hollywood market itself?

Thai Community Development Center

Appendix B

EAST HOLLYWOOD BUSINESS COMMUNITY FOCUS GROUP SURVEY

Name: _____

Business: _____

Address: _____

Phone(s): _____

Fax: _____

E-mail: _____

Website: _____

Please describe your type of Business: _____

Business structure (check one): Sole Proprietorship Partnership Corporation

How long have you been in business? _____

Annual Sales: _____

Total number of employees: _____

Are family members involved in your business? _____

If so, what percentage of your employees are family members? _____

Do you belong to any business organizations? If so, please list: _____

Thai Community Development Center

Appendix C

Top Ten Industries in the Thai Town/East Hollywood Study Area by Four-digit SIC

Rank	SIC Code	Industry Description	Number of Establishments	Percent	Average Annual Pay
1	80	Health Services	95	14.75%	\$38,240
2	59	Miscellaneous Retail	86	13.35%	\$25,953
3	65	Real Estate	81	12.58%	\$39,598
4	58	Eating & Drinking Places	71	11.02%	\$14,059
5	72	Personal Services	54	8.39%	\$20,636
6	54	Food Stores	42	6.52%	\$25,533
7	56	Apparel & Accessory Stores	24	3.73%	\$19,367
8	55	Automotive Dealers & Service Stations	21	3.26%	\$39,269
9	73	Business Services	20	3.11%	\$33,057
10	79	Amusement & Recreation Services	20	3.11%	\$59,038
11	51	Wholesale Trade – Non-Durable Goods	18	2.80%	\$39,118
12	50	Wholesale Trade – Durable Goods	15	2.33%	\$45,443
13	57	Home Furniture & Furnishings Stores	12	1.86%	\$30,287
14	53	General Merchandise Stores	11	1.71%	\$18,613
15	82	Education Services	10	1.55%	\$31,427
16	23	Apparel & Other Finished Products	8	1.24%	\$19,874
17	75	Auto Repair Services & Parking	8	1.24%	\$24,080
18	87	Engineering, Accounting & Management Services”	8	1.24%	\$68,835
19	47	Transportation Services	5	0.78%	\$37,944
20	70	“Hotels, Rooming Houses”	5	0.78%	\$22,805
21	78	Motion Pictures	5	0.78%	\$65,776
22	27	Printing	4	0.62%	\$49,003
23	81	Legal Services	4	0.62%	\$77,328
24	17	Construction Special Trade Contractors	3	0.47%	\$36,961
25	7	Agricultural Services	2	0.31%	\$22,714
26	52	Building Materials & Hardware	2	0.31%	\$26,788
27	60	Depository Institutions	2	0.31%	\$42,794
28	76	Miscellaneous Repair Services	2	0.31%	\$34,194
29	15	Building Construction-General Contractors	1	0.16%	\$43,750
30	42	Motor Freight Transportation/Warehouse	1	0.16%	\$32,164
31	64	“Insurance Agents, Brokers & Service”	1	0.16%	\$53,396
32	83	Social Services	1	0.16%	\$22,461
33	89	Miscellaneous Services NEC	1	0.16%	\$199,572
		All industries	644	100.00%	\$42,403

Sources: (1) 1997 County Business Patterns, US Bureau of Census.
(2) Covered Employment and Wages (ES202) for LA County (Year 2000), Employment Development Department.

Appendix D

Industry Composition of the County of Los Angeles by Two-digit SIC

Rank	SIC Code	Industry Description	Number of Establishments	Percent	Average Annual Pay
1	58	Eating & Drinking Places	14,060	6.42%	\$14,059
2	73	Business Services	13,772	6.29%	\$33,057
3	50	Wholesale Trade – Durable Goods	13,350	6.10%	\$45,443
4	87	Engineering, Accounting & Management Services	10,364	4.74%	\$68,835
5	59	Miscellaneous Retail	9,857	4.50%	\$25,953
6	51	Wholesale Trade – Non-Durable Goods	9,629	4.40%	\$39,118
7	65	Real Estate	9,300	4.25%	\$39,598
8	17	Construction Special Trade Contractors	7,724	3.53%	\$36,961
9	81	Legal Services	7,128	3.26%	\$77,328
10	75	Auto Repair Services & Parking	6,998	3.20%	\$24,080
11	78	Motion Pictures	6,573	3.00%	\$65,776
12	72	Personal Services	5,912	2.70%	\$20,636
13	79	Amusement & Recreation Services	5,051	2.31%	\$59,038
14	80	Health Services	5,051	2.31%	\$38,240
15	54	Food Stores	4,676	2.14%	\$25,533
16	23	Apparel & Other Finished Products	4,329	1.98%	\$19,874
17	55	Automotive Dealers & Service Stations	4,200	1.92%	\$39,269
18	83	Social Services	4,142	1.89%	\$22,461
19	56	Apparel & Accessory Stores	4,139	1.89%	\$19,367
20	15	Building Construction-General Contractors	3,508	1.60%	\$43,750
21	57	Home Furniture & Furnishings Stores	3,261	1.49%	\$30,287
22	64	Insurance Agents, Brokers & Service	3,082	1.41%	\$53,396
23	60	Depository Institutions	2,890	1.32%	\$42,794
24	47	Transportation Services	2,836	1.30%	\$37,944
25	42	Motor Freight Transportation/Warehouse	2,729	1.25%	\$32,164
26	27	Printing	2,360	1.08%	\$49,003
27	82	Education Services	1,986	0.91%	\$31,427
28	7	Agricultural Services	1,809	0.83%	\$22,714
29	89	Miscellaneous Services NEC	1,768	0.81%	\$199,572
30	76	Miscellaneous Repair Services	1,733	0.79%	\$34,194
31	70	Hotels, Rooming Houses	1,199	0.55%	\$22,805
32	52	Building Materials & Hardware	1,056	0.48%	\$26,788
33	53	General Merchandise Stores	680	0.31%	\$18,613
		All industries	218,878	100.00%	\$39,214

Sources: (1) 1997 County Business Patterns, US Bureau of Census.
(2) Covered Employment and Wages (ES202) for LA County (Year 2000), Employment Development Department.

Appendix E

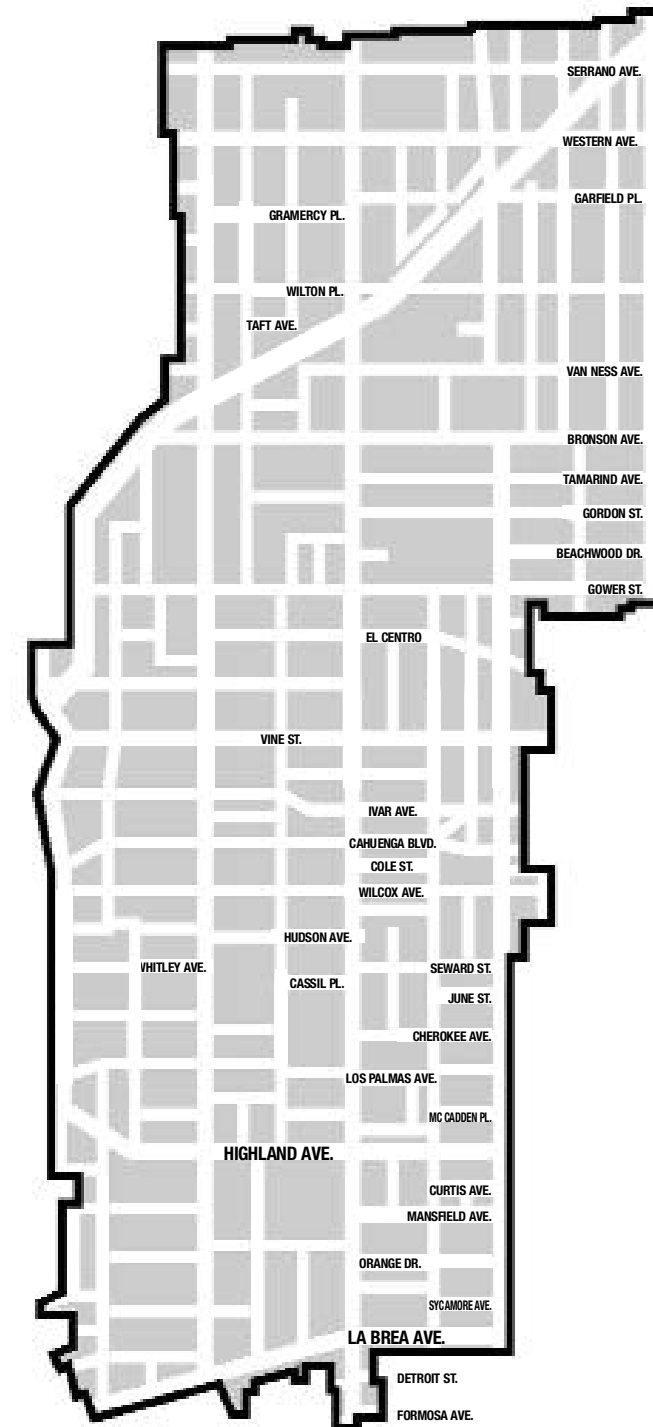
Top Ten Industries in the Thai Town/East Hollywood Study Area by Four-digit SIC

Rank	Four-Digit SIC	Industry Description	Average Annual Pay	Establishments in Study Area	Percent Study Area
1	8000	Health Services	\$38,240	95	14.75%
	8011	Offices of Doctors of Medicine	\$53,167	61	9.47%
	8021	Offices & Clinics of Dentists	\$30,792	16	2.48%
	8049	Offices of Health Practitioners NEC	\$30,287	6	0.93%
	8059	Nursing & Personal Care Facilities NEC	\$21,277	5	0.78%
	8071	Medical Laboratories	\$41,434	2	0.31%
	8042	Offices & Clinics of Optometrists	\$28,411	1	0.16%
	8043	Offices & Clinics of Podiatrists	\$31,735	1	0.16%
	8051	Skilled Nursing Care Facilities	\$21,598	1	0.16%
	8072	Dental Laboratories	\$30,700	1	0.16%
	8093	Specialty Outpatient Facilities NEC	\$32,068	1	0.16%
2	5900	Miscellaneous Retail	\$25,953	86	13.35%
	5999	Miscellaneous Retail NEC	\$25,953	33	5.12%
	5912	Drug Stores & Proprietary Stores	\$28,051	13	2.02%
	5992	Florists	\$15,086	10	1.55%
	5947	"Gift, Novelty & Souvenir Shops"	\$35,911	9	1.40%
	5944	Jewelry Stores	\$29,239	4	0.62%
	5993	Tobacco Stores & Stands	\$19,258	4	0.62%
	5932	Used Merchandise Stores	\$21,822	3	0.47%
	5942	Book Stores	\$16,116	2	0.31%
	5994	Newsdealers & Newsstands	\$13,295	2	0.31%
	5995	Optical Goods Stores	\$24,819	2	0.31%
	5921	Liquor Stores	\$15,281	1	0.16%
	5946	Camera & Photographic Supply Stores	\$29,454	1	0.16%
	5961	Catalog & Mail Order Items	\$47,438	1	0.16%
	5962	Auto Merchandising Machine Operators	\$35,614	1	0.16%
3	6500	Real Estate	\$39,598	81	12.58%
	6512	Operators of Non-Residential Buildings	\$39,725	57	8.85%
	6513	Operators of Apartment Buildings	\$21,138	17	2.64%
	6531	Real Estate Agents & Managers	\$42,804	7	1.09%
4	5800	Eating & Drinking Establishments	\$14,059	71	11.02%
5	7200	Personal Services	\$20,636	54	8.39%
	7241	Barber Shops	\$13,911	19	2.95%
	7299	Miscellaneous Personal Services NEC	\$21,043	10	1.55%
	7231	Beauty Shops	\$15,481	6	0.93%
	7211	Power Laundries - Family & Commercial	\$19,455	5	0.78%
	7215	Coin-Operated Laundries & Cleaning	\$23,018	5	0.78%
	7221	Photographic Studios - Portrait	\$19,379	3	0.47%
	7219	Laundry & Garment Services NEC	\$16,351	2	0.31%
	7291	Tax Return Preparation Services	\$22,036	2	0.31%
	7217	Carpet & Upholstery Cleaning	\$23,130	1	0.16%
	7251	Shoe Repair Shops & Shoeshine Parlors	\$12,265	1	0.16%
6	5400	Food Stores	\$25,533	42	6.52%
	5411	Grocery Stores	\$27,299	24	3.73%
	5461	Retail Bakeries	\$15,302	8	1.24%
	5499	Miscellaneous Food Stores	\$20,349	4	0.62%
	5421	Meat & Fish Markets	\$16,361	2	0.31%
	5431	Fruit & Vegetable Markets	\$20,827	2	0.31%
	5441	"Candy, Nut & Confectionery Stores"	\$20,550	2	0.31%
7	5600	Apparel & Accessory Stores	\$19,367	24	3.73%
	5621	Women's Clothing Stores	\$10,148	12	1.86%
	5699	Miscellaneous Apparel & Accessory Stores	\$2,539	4	0.62%
	5611	Men's & Boys Clothing Stores	\$2,015	3	0.47%
	5661	Shoe Stores	\$6,575	3	0.47%
	5651	Family Clothing Stores	\$15,676	2	0.31%
8	5500	Automotive Dealers & Service Stations	\$39,269	21	3.26%
	5531	Automotive & Home Supply Stores	\$26,851	15	2.33%
	5541	Gasoline Service Stations	\$16,991	6	0.93%
9	7900	Amusement & Recreation Services	\$59,038	20	3.11%
	7993	Coin Operated Amusement Devices	\$24,068	13	2.02%
	7999	Amusement & Recreation Services NEC	\$21,830	4	0.62%
	7922	Theatrical Producers & Miscellaneous Services	\$80,966	2	0.31%
	7911	"Dance Studios, Schools & Halls"	\$16,551	1	0.16%
10	7300	Business Services	\$33,057	20	3.11%
	7389	Business Services NEC	\$34,323	8	1.24%
	7336	Commercial Art & Graphic Design	\$50,959	3	0.47%
	7361	Employment Agencies	\$34,125	3	0.47%
	7363	Help Supply Stores	\$18,995	3	0.47%
	7334	Photocopying & Duplicating Services	\$26,282	1	0.16%
	7342	Disinfecting & Pest Control Services	\$29,949	1	0.16%
	7384	Photofinishing Laboratories	\$27,328	1	0.16%

Sources: (1) 1997 County Business Patterns,
US Bureau of Census.
(2) Covered Employment and Wages
(ES202) for LA County (Year 2000),
Employment Development Department.

APPENDIX F

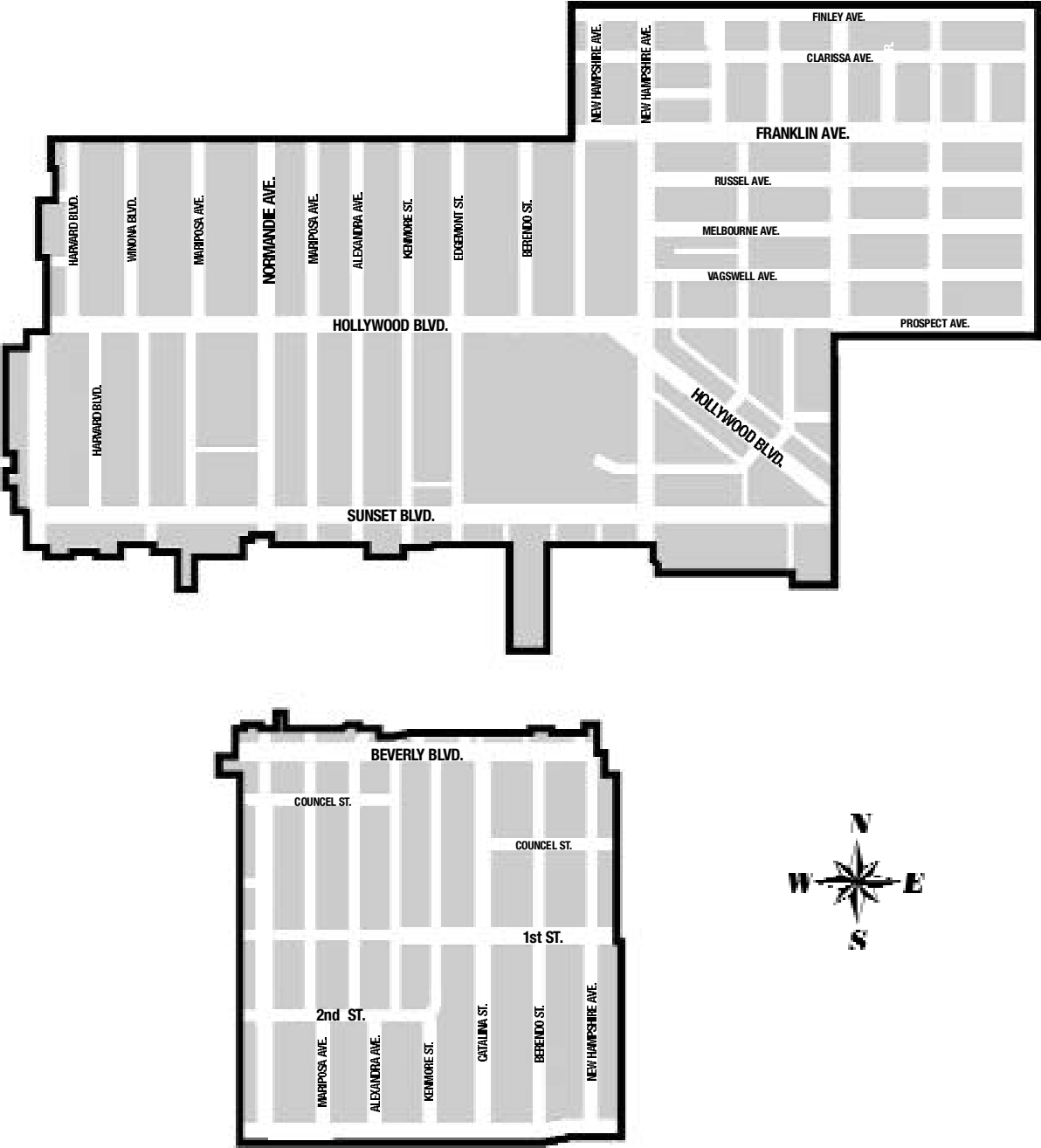
CRA Redevelopment Project Area Map of Hollywood



HOLLYWOOD

APPENDIX G

CRA Redevelopment Project Area Map for East Hollywood



East Hollywood/Beverly Normandie