



HOLLYWOOD IN FOCUS



HOLLYWOOD PROPERTY OWNERS ALLIANCE

STRATEGIC PLAN | 2019



*MISSION: TO ENHANCE THE APPEAL, VITALITY,
AND WELL-BEING OF THE HOLLYWOOD
COMMUNITY FROM THE GROUND UP.*

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INTRODUCTION

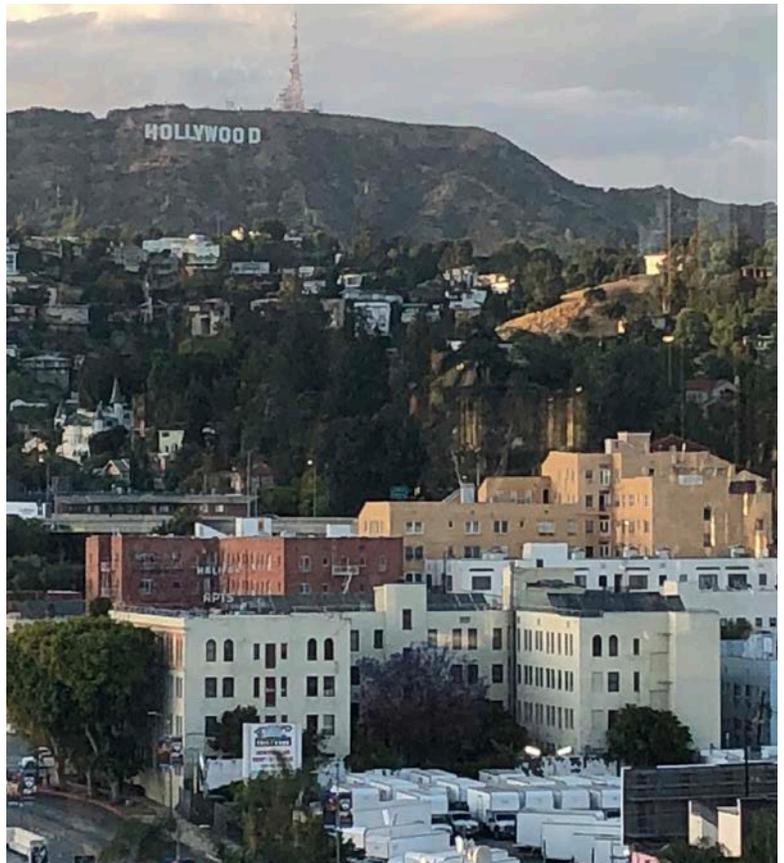
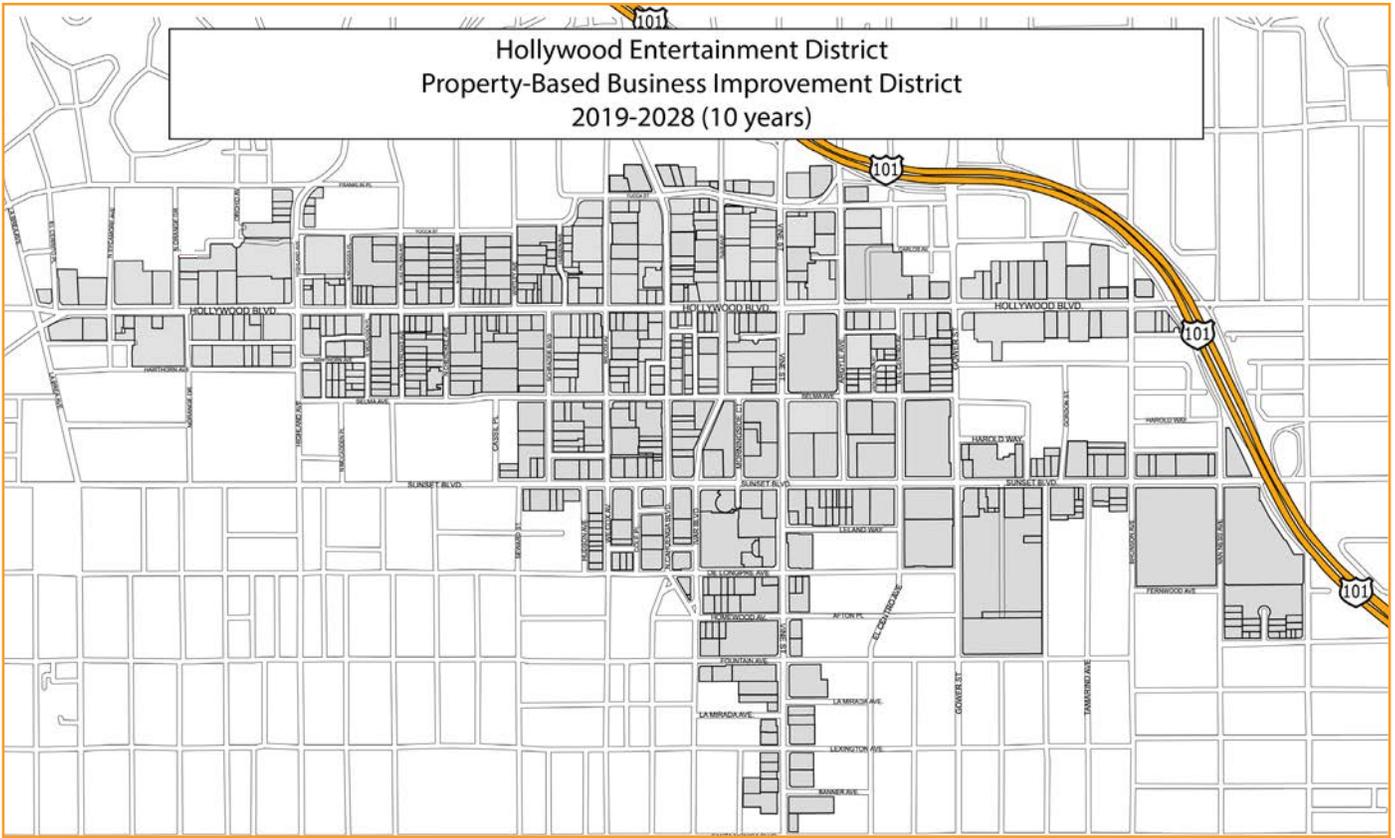
The Hollywood Property Owners Alliance (HPOA), a non-profit 501(c)(6), manages the Hollywood Entertainment District (HED) property-based business improvement district (BID). The HPOA was formed in 1996 as one of the first BIDs in the state of California.

The organization provides enhanced services for assessed parcels within the HED, with the goal of providing improved cleanliness, safety, beautification and economic vitality.

In 2019, the HED was renewed for the fourth time and the boundary was expanded to include the expiring Sunset and Vine Business Improvement District. The new boundary encompasses 70 square blocks and incorporates two main east-west corridors in Hollywood, Hollywood Boulevard and Sunset Boulevard. Commercial parcels up to a block north and south of both streets are included from Hollywood's western border (La Brea) and Sunset's western border (Cassil Place) to the 101 Freeway on the east. Significant north-south arteries are included, such as Highland (from Franklin to Selma); Cahuenga (from Yucca to De Longpre); Vine (from Yucca to Santa Monica Blvd.); and Gower (from Hollywood to Fountain).

The renewal and expansion of the Hollywood Entertainment District prompted a strategic planning process, "Hollywood In Focus", to develop a five-year plan for the HPOA that aligns priorities of the organization with the HED's evolving landscape and most pressing needs.

Hollywood In Focus provides the HPOA with a clear vision and mission, measurable goals and objectives and a refreshed organizational structure capable of delivering on the expectations set forth in this plan.





STRATEGIC PLANNING PROCESS

To assist in the strategic planning process, HPOA contracted Progressive Urban Management Associates (P.U.M.A.), a real estate economics and planning firm specializing in the formation, renewal and strategic planning for BIDs. P.U.M.A. assisted HPOA in facilitating stakeholder engagement, developing strategic goals and objectives and recommending a revised organizational structure.

At the onset of the strategic planning process, HPOA's Board of Directors created an ad-hoc *Strategic Planning Committee*, a sub-set of the Board, to oversee the process. This committee was engaged early on to set plan expectations. Key areas where the board wanted to hone the organization's focus included:

- **Leadership** in advocating for the interests of the HED
- **Program** improvements, including security, cleanliness, economic development and increased visibility
- **Management** to ensure accountability of programs

- **Marketing** and communications strategy to engage the HED stakeholders and pro-actively share Hollywood's narrative
- **Partnerships** with aligned organizations and stakeholders to have a stronger collective voice

Many additional considerations went into the creation of *Hollywood In Focus*, including:

- A review of past and current organizational materials and relevant plans and studies,
- Meetings with HPOA staff to understand the organization's history, policies, current programs and operations,
- Several site visits by P.U.M.A. to enhance its understanding of the HED and engage with stakeholders, HPOA staff and board members,
- Interviews with real estate and development professionals to understand local market conditions and trends,
- One-on-one interviews and a series of focus groups with the HED stakeholders,
- An online survey that was distributed to a broad audience of the HED stakeholders,

- Research of comparative organizations to understand other organizational structures and best practices, and
- Site visits by HPOA staff, board members and key partners to Downtown Santa Monica and Old Pasadena to observe best practices in Ambassador Programs, integrated clean and safe practices and approaches to advocacy.

Following a synthesis of the inputs described, a strategic plan framework was reviewed by the Steering Committee and full Board of Directors on July 18th, 2019 and on August 15th, 2019. This feedback was used to shape the direction of the final plan.





STAKEHOLDER ENGAGEMENT SUMMARY

Throughout the strategic planning process, **over 900 stakeholders were engaged**, capturing a wide range of perspectives from property owners, employees, residents, business owners, and others. HPOA was intentional in taking a broad approach to the definition of stakeholder, knowing the interests of the HED's property owners are intertwined with those who live, work, and visit the area.

FOCUS GROUPS

Over 300 stakeholders were invited to participate in focus groups to discuss the strengths, challenges, and desired improvements for HED. Five focus groups were held over three days from May 15 through 17, 2019. Approximately 50 stakeholders participated, representing diverse interests and perspectives including property owners, business owners, employees, residents, schools, cultural organizations, government representatives and others.

Following a brainstorm of desired improvements, participants were taken through a priority setting exercise, with each participant given three votes.

Based on this voting exercise, the top five improvements for the HED are:

1. Improve safety **(25 votes)**
2. Improve building appearance (especially on Hollywood Blvd.) **(19 votes)**
3. Coordination between partners (BID, Hollywood Chamber of Commerce, City of Los Angeles) **(19 votes)**
4. Place enhancements; beautification **(18 votes)**
5. Reduce disruptive street behaviors **(17 votes)**

A full summary of the focus groups can be found in the **Appendix**.



EXTERNAL IMPACTS

SOCIAL

HOMELESSNESS CRISIS

While California boasts one of the most robust economies in the world, a different reality is reflected by the 50,000 to 60,000² people who experience homelessness in Los Angeles County on any given night. This issue is not unique to Los Angeles; it impacts all large cities across the country. Rapidly rising rents and an inadequate supply of affordable housing make Los Angeles particularly challenged.

In 2016, voters approved Proposition HHH³, a \$1.2 billion bond to build approximately 10,000 supportive housing units in the city over ten years. The first Proposition HHH-funded housing opened in East Hollywood in the spring of 2019. Yet despite large financial investments on behalf of the City and County; the homeless population increased 12 percent in Los Angeles County between 2018 and 2019⁴, spurring frustration on behalf of residents, homeless activists, and property and business owners among others.



As Los Angeles grapples with this crisis, HPOA staff and vendors continue to be on the front lines of issues concerning homelessness within the HED. While the scope of need vastly exceeds the role and capacity of the HPOA, the organization can play a role in connecting individuals experiencing homelessness with services, providing a higher level of clean and safe services, and advocating for housing and other resources that will support the Hollywood community.

DECRIMINALIZATION OF SIDEWALK VENDING

Street vending has been a longstanding, contentious issue in the City of Los Angeles (City). On one side, advocates argue that street vending is a part of the City's history and is a low cost/low barrier way for people, in particular the immigrant community, to contribute to the local economy. On the other side, there is concern with the health and safety of the products, particularly food being sold, real and perceived competition with storefront businesses, aggressive and demanding tactics, and already crowded sidewalks becoming nearly impassable with vending carts and tables.

A new California State Law, the Safe Sidewalk Vending Act (SB 946), went into effect January 1, 2019. This law decriminalizes sidewalk vending and no longer allows enforcement by local governments unless there are health, safety or welfare concerns. The state leaves regulation to cities and municipalities but requires a licensing system to be in place. Since the City of Los Angeles does not currently have a street vending system, this poses a challenge to any future regulation of street vendors, especially in core tourist areas. During the outreach process, some stakeholders expressed concern with the volume of vending and, in some cases, the quality of the products sold, in Hollywood's tourist core along the Walk of Fame.

AFFORDABILITY

New multi-family residential development is occurring in Hollywood at a rapid pace, bringing many new residents to the area. The majority of this product is high-end units. While this development serves a segment of the market, there remains a continued need for affordable housing options. How Hollywood balances the needs of new development with affordability will determine what the future community looks like. According to the online stakeholder survey, some respondents are concerned about the rising rents and the growing unaffordability of the Hollywood community.



² Los Angeles Homeless Services Authority, 2019

³ Los Angeles Housing and Community Investment Department; Supportive Housing (Prop HHH)

⁴ NPR; "Despite Increased Spending, Homelessness up 12% in Los Angeles County", June 4, 2019

MARKET

“Hollywood has positioned itself as the entertainment capital for the digital age” – JLL

STRENGTHS

The Hollywood market is in transition, diversifying beyond its traditional tourism base. The residential market is particularly strong, with multi-family development expected to be the dominant sector over the next five-to-ten years. While historically office has been a softer market in Hollywood, there is renewed interest following Netflix’s leasing of approximately 1.5 million sq. ft. of office that delivered more than 8,000 new employees to Hollywood. This high-profile office tenant has the market’s attention and may entice others to follow suit.

Hollywood’s central location, walkable grid, access to transit and a growing number of creative industry jobs, lend to sound real estate fundamentals. A robust pipeline of new development is expected in Hollywood in the near term.

Development Pipeline in Hollywood through 2022 (Avison Young)

- Nearly 7,000 residential units
- More than 2,000 hotel rooms
- Nearly 1.5 million square feet of office

VULNERABILITIES

According to interviews with local real estate firms, the key vulnerabilities of the Hollywood market are real and perceived issues of safety in the HED combined with the homelessness crisis. There is concern that if issues are left unaddressed, Hollywood will lose new investment to neighboring communities that either have a price advantage or fewer visible issues related to people experiencing homelessness.

Additionally, retail has been dubbed the “Achilles heel” of the market. There are notable vacancies along Hollywood Boulevard, particularly in the area between Highland and Vine along Hollywood Boulevard where there are currently two dozen vacancies. Challenges to retail on the Boulevard include narrow, deep lots, lack of on-site parking and buildings with old or obsolete configurations. Perception of a district is greatly impacted by its main street, which for the HED, is Hollywood Boulevard.

The Hollywood market is not immune to national trends, which show some indications of a slowing economy. However, the growing diversification of the market should help stem impacts of an economic downturn.





STRATEGIC PIVOTS

Hollywood in Focus suggests two key pivots for the organization, based on the inputs described herein.

1. **Stakeholder Inclusivity.** This plan aims to shift the culture of the organization from being primarily property owner focused to one that considers stakeholders representing a broad range of interests in the HED, including residents, business owners, employees and others. HPOA will have a stronger voice if it integrates and mobilizes the myriad stakeholders who have a shared interest in the Hollywood community.
2. **Beyond the Basics.** HPOA has historically focused the majority of its effort on providing enhanced clean and safe services. While this will continue to be a core function, and the plan provides recommendations for enhancing these services, the organization is also poised to diversify areas of service beyond clean, safe, and hospitality. In particular, this plan recommends HPOA begin a research and data collection function to support advocacy and policy efforts that advance the HED's economic interests.

ORGANIZATIONAL FRAMEWORK

The graphic below illustrates the framework for HPOA’s strategic plan. Overarching is the organization’s vision for the future of the HED, followed by the mission statement, which defines HPOA’s role in achieving the vision. To support the mission are four goals, or specific outcomes that the organization is working towards. Each goal has a number of measurable objectives needed to attain the goal, followed by specific tactics to accomplish the objective. Key metrics are included for each goal to track progress and ensure the organization is ultimately achieving its mission.

Vision

HOLLYWOOD: Where Experiences Exceed Expectations

Mission

To enhance the appeal, vitality, and well-being of the Hollywood community from the ground up.

Goals

GOAL 1

Establish and maintain a consistently high standard of cleanliness, hospitality and safety

GOAL 2

Enhance and beautify the public realm to create a positive and memorable Hollywood experience

GOAL 3

Create Meaningful Opportunities to Convene and Connect with Hollywood’s Diverse Community

GOAL 4

Become the local market expert to advance and advocate for Hollywood’s economic interests

Objectives



Tactics



Key Metrics



VISION AND MISSION STATEMENTS

A common theme throughout the stakeholder engagement process was a desire for greater partnership and coordination among the many entities working to enhance the Hollywood community. HPOA, the Hollywood Chamber of Commerce, and Council District 13's 'Heart of Hollywood' initiative came together to align around a common vision. While each organization will maintain its own unique mission, all will be working in support of the collective, shared vision for Hollywood.

VISION

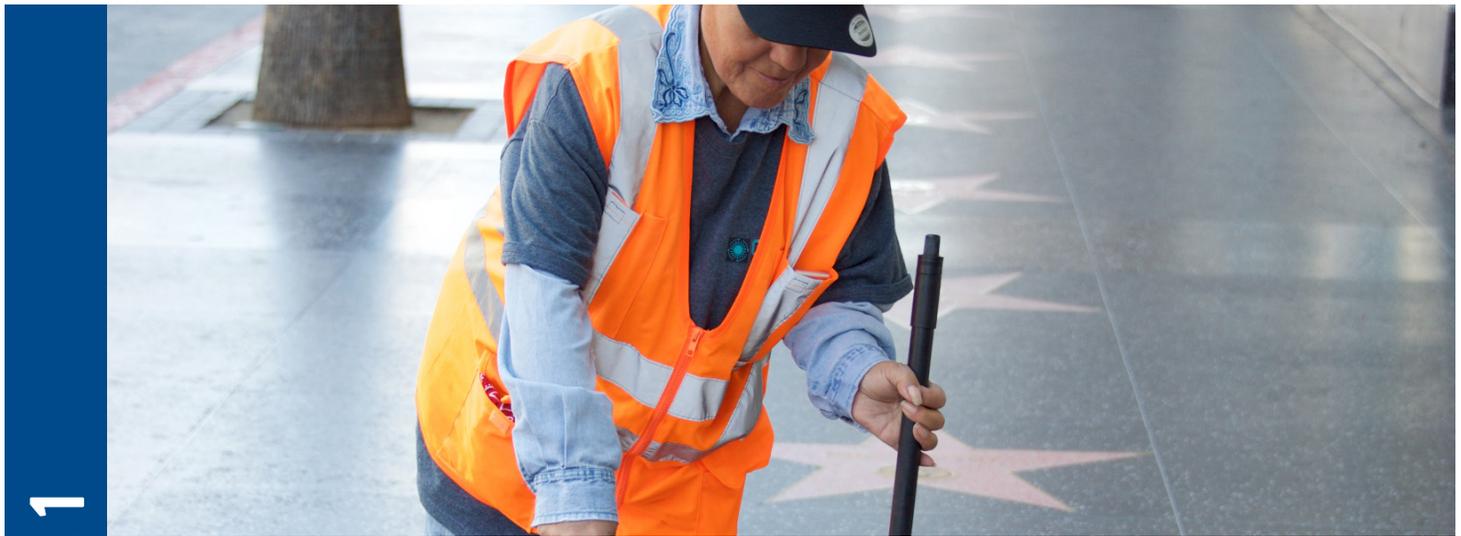
HOLLYWOOD: Where Experiences Exceed Expectations

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ORGANIZATIONAL GOALS & OBJECTIVES



GOAL 1

ESTABLISH AND MAINTAIN A CONSISTENTLY HIGH STANDARD OF CLEANLINESS, HOSPITALITY & SAFETY

WHY THIS MATTERS

Cleanliness and safety are fundamental in influencing the perception of place, and foundational to a BID’s ultimate success. Welcoming communities that deliver positive, memorable human experiences generate encouraging word of mouth and helpful media coverage which support a virtuous investment cycle.

During the outreach phase of the strategic planning process, stakeholders repeatedly highlighted concerns about cleanliness and safety with an emphasis on

those resulting from the impacts of homeless/street populations and the mentally unstable. Cleanliness is an attribute over which HED has a great deal of control, and HPOA has voiced a renewed commitment to raising the standard to exceed the expectations of visitors and stakeholders.

Ensuring HED is clean, safe and hospitable is essential to instilling community pride, preserving value and encouraging new investment for a sustained prosperity.

OBJECTIVES

- A. Create an integrated clean, safe and hospitality ambassador program that pro-actively manages the multi-dimensional demands of Hollywood.
- B. Provide a hospitable and welcoming environment by deploying well-trained Hospitality Ambassadors that are highly visible, knowledgeable, friendly and responsive.
- C. Ensure that the HPOA is providing proper management and oversight of vendors and their work programs, including submittal of detailed reports that reflect the delivery of services.
- D. Refine, enrich, and innovate the cleaning and maintenance program to provide a value that exceeds assessment contributions.
- E. Ensure the HED receives the highest level of services, whether they are provided by public agencies or provided by the BID via a contract for services with the City of Los Angeles.
- F. Implement an approach to manage the externalities related to homelessness that is compassionate and impactful.

TACTICS

	Objectives	S	M	L
i.	Hire a seasoned leadership and operations team to oversee the clean, safe and hospitality ambassador programs and ensure that services provided meet or exceed contracted scopes of services.	★	→	→
ii.	Establish a culture of communication and collaboration among the HED vendors to ensure that all operations programs are well-coordinated.	★	→	→
iii.	Augment and redesign the clean and safe programs to include the incorporation of new program components (i.e., multi-functional hospitality ambassadors).	★	→	→
iv.	Create a signature look and messaging for the clean, safe, and hospitality teams, to include a consistent branding of visible uniforms, vehicles and equipment.	★	→	→
v.	Develop a matrix in partnership with the City to delineate responsibilities and protocol as it relates to the HED's operations programs and outreach workers.	★	→	→
vi.	Identify areas where HPOA could provide City services via contract.	★	→	→
vii.	Effect the regular development of a comprehensive inventory of homelessness service providers and support coordination and collaboration amongst providers to enable greater efficiency and effectiveness.	★	→	→
viii.	Conduct an annual survey of stakeholders regarding the state of the HED, inclusive of perceptions of cleanliness and safety.	★	→	→
ix.	Support the development of a security alliance communications network that connects security providers operating within the HED with a means of sharing intelligence and trends.		★	→

KEY PARTNERSHIPS

- Strengthen partnership with LAPD to ensure that public safety efforts are impactful in meeting the HED's needs.
- Coordinate with LAPD to make sure that clean teams are safe while working in the HED, with a particular focus on work done during the late evening and early morning hours.
- Forge relationships with the City's legal department to explore more effective ways to address repeat offenders and the constant drain of limited resources.
- Explore partnerships with large employers to enhance resources for clean, safe and hospitality ambassador services.
- Partner with the LA Bureau of Street Services to make certain that services delivered within the HED are done so at a consistently high standard.
- Partner with the TRIESTE program, other homeless service providers, and local organizations such as the Hollywood Chamber of Commerce in support of favorable outcomes for Hollywood's vulnerable populations challenged with homelessness, mental health issues, drug use, and other issues.

INSPIRATION



The Downtown Center BID in Los Angeles provides 24-hour supplemental services to maintain safety, cleanliness, and hospitality in the District.

KEY METRICS

- ◇ Perception of cleanliness
- ◇ Perception of safety
- ◇ **Counts of persons experiencing homelessness**
- ◇ **% of block faces with obstructions / impediments to safe passage**



GOAL 2

ENHANCE & BEAUTIFY THE PUBLIC REALM TO CREATE A POSITIVE AND MEMORABLE HOLLYWOOD EXPERIENCE

WHY THIS MATTERS

Defining and delivering on expectations is critical to attracting and retaining all types of stakeholders, from residents to workers, investors, and visitors. Hollywood's world-famous name recognition and allure enables it to draw millions of visitors and dream seekers each year. However, according to stakeholder feedback, the Hollywood experience does not live up to expectations and a recent global survey of top tourist attractions ranked the Hollywood Walk of Fame last out of 100 destinations. Tourism is an important economic driver for Hollywood and it is critical that the experience improves if it is to deliver on its brand. As Hollywood continues to evolve as a multi-dimensional neighborhood,

enhancements to the public realm - such as an improved pedestrian environment - not only benefit visitors but also the growing number of employees and residents who call Hollywood home.

Cities, districts and neighborhoods all vie to make themselves unique, however, many of the features touted as unique have become ubiquitous. The iconic features of Hollywood, however, lend themselves to creating a place that is like no other. The HPOA has an incredible opportunity to better utilize Hollywood Boulevard as a platform to showcase the creativity and diversity of the Hollywood community.

OBJECTIVES

- A. Collaborate with the City, the Heart of Hollywood initiative, and property owners to consider implications and opportunities for improved public and private spaces along Hollywood Boulevard.
- B. Reflect the creativity and imagination of Hollywood through public art, lighting and other place enhancements that build upon the community's assets and are intriguing to diverse audiences.
- C. Participate in partnerships to plan, design, support, and program exceptional new parks and open spaces in the Hollywood area.
- D. Establish and maintain a sidewalk environment that is clean and clutter-free.
- E. Enable greater enjoyment within the Tourism District Overlay Zone area by establishing a standard of order within the public realm and enhancing place management services.
- F. Cultivate the flora of Hollywood, including the health of its street trees, plantings, and hanging baskets.
- G. Curate better experiences for people visiting area monuments and other attractions.

TACTICS

	Objectives	S	M	L
i.	Contribute to the redesign of Hollywood Boulevard to showcase Hollywood's unique assets and enhance the public realm for the HED's stakeholders.	★	→	
ii.	Develop a strategy for engaging local artists, filmmakers and others to showcase the creativity of Hollywood in a variety of forms and locations (consider alcoves, alleys, building facades, roll up doors on retail storefronts, etc.).	★	→	
iii.	Expand the inventory of trash receptacles and explore opportunities to unify and expand the HED's network of street furnishings.	★	→	
iv.	Encourage the removal of broken and disregarded street furnishings, obsolete signage, abandoned news boxes and other clutter within the public realm.	★	→	
v.	Inventory the HED's tree canopy and develop an asset management plan for supporting the health and expansion of Hollywood's urban forest.	★	→	
vi.	Maintain and improve area wayfinding.	★	→	
vii.	Facilitate the development of pop-up uses, temporary exhibitions, and other storefront activation strategies.		★	→
viii.	Develop a "Inside Guide to Hollywood" that looks beyond the most well-known attractions.		★	→
ix.	Facilitate the installation of public restrooms in key locations as an amenity and benefit for all in Hollywood, ensuring they are always monitored and maintained.			★↔
x.	Explore utilizing movable, hospitality-staffed kiosks to supply visitor information.			★↔

KEY PARTNERSHIPS

- Continue to collaborate with the Heart of Hollywood initiative on a redesign of Hollywood Boulevard.
- Build relationships with local creatives; solicit input on ways to enhance and enliven the public realm.
- Partner with the Hollywood Chamber of Commerce and Los Angeles Convention and Tourism Board to improve the visitor experience at key attractions.
- Continue to pursue relationships with property owners, especially those with storefront vacancies, to offer temporary activation strategies.
- Partner with University of Southern California's I3 Smart Cities initiative to utilize Hollywood as a pilot for collecting data to enrich the pedestrian experience and improve service delivery.
- Work in partnership with the City to maintain and enhance public improvements, such as wayfinding.
- Consider a partnership with business programs at local educational institutions to activate vacant storefronts on Hollywood Blvd. with pop-up business concepts.
- Collaborate with Friends of Hollywood Central Park, the City and other partners to implement new green spaces in and near the HED, such as the proposed Hollywood Central Park.

INSPIRATION

The Wynwood BID in Miami is home to the highest concentration of street art in the country, with muralists from around the world showcased on buildings throughout the District.



KEY METRICS

- ◇ % of functional streetscape furnishings
- ◇ % of block faces with adequate street furnishings
- ◇ % of healthy trees / planted tree wells
- ◇ % of block faces with adequate pedestrian lighting

GOAL 3



CREATE MEANINGFUL OPPORTUNITIES TO CONVENE & CONNECT WITH HOLLYWOOD'S DIVERSE COMMUNITY

WHY THIS MATTERS

The HED provides a platform for nurturing the development of the Hollywood community. Powered by special assessments that apply to nearly every property within the HED, it obliges engagement on practical, political, and aspirational levels to help identify priorities, shape program designs, and advocate for resources and policies that address issues and opportunities within the district. Given the HPOA board's desire for an increased level of influence, it compels the organization to think more broadly about its stakeholders as a means to mobilizing the community and enabling it to speak with one voice.

As direct-payers of assessments, property owners are – and will continue to be – an essential voice for the HED. However, there are diverse interests that make up

the Hollywood community, including a rapidly growing residential population that will deliver thousands of new voters to the area. For the benefit of everyone within the HED, HPOA needs to expand its conception of stakeholders to include employees, business owners, residents, and visitors, among others who spend their time in Hollywood. This intentional pivot was emphasized during the outreach phase of the strategic planning process, as it became clear that there is a lack of awareness regarding the HPOA's role but also an eagerness to be involved in improving the Hollywood community. HPOA should seize this opportunity to engage a broader stakeholder base, and in doing so mobilize a stronger collective voice to advocate for the interests of the HED.

OBJECTIVES

- A. Create a culture that considers HED stakeholders as a broad group of interests including property owners, business owners, residents, employees and institutions among others.
- B. Encourage HPOA's Board, committee members, staff and vendors to become more familiar with HED stakeholders.
- C. Ensure diverse voices - characterized by age, race, ability and stakeholder type - are at the table on key decisions impacting the HED.
- D. Create simple, inexpensive engagement opportunities for area stakeholders to foster connections and enhance the sense of community.
- E. Generate greater awareness of HED services and ensure communications reach a broad group of HED stakeholders.
- F. Establish brand positioning for HED communications that is focused on the positive, local experience.

TACTICS

	Objectives	S	M	L
i.	Develop a new organizational brand that is reflective of the organization's strategic plan and direction.	A, E, F	★	→
ii.	Identify and secure a customer relationship management (CRM) tool that will improve HPOA's capacity to communicate with and engage area stakeholders	A, E	★	→
iii.	Regularly convene focused conversations with stakeholder groups such as residents, business owners and workers to better understand the needs and experiences of those constituencies (this doesn't have to happen in a meeting room; meet people where they are).	A, B	★	→
iv.	Schedule weekly HPOA staff walks to different portions of the HED, with a goal of meeting at least one new property or business owner each time.	A, B, E	★	→
v.	Explore a variety of engagement ideas, such as an early morning "Run of Fame" and/or early access tours of new developments, to engage Hollywood stakeholders and foster community connections.	A, B, D	★	→
vi.	Seek opportunities to diversify HPOA's board of directors as positions become available.	A, C	★	→
vii.	Enrich board committees by seeking participation from residents, business owners, employees and others with relevant expertise.	A, C	★	→
viii.	Develop a pro-active approach to communicating Hollywood's narrative.	E, F	★	→
ix.	Establish a process for featuring the local experience in all the HED communications, including blog posts, web content, social media and newsletters.	F	★	→
x.	Develop information for new area residents, employees and businesses to help connect them to the community and area resources.	A, B, E, F	★	→
xi.	Reclassify the social media manager to a full-time position to increase HPOA's online presence, reach and engagement of area stakeholders.	E, F	★	→

KEY PARTNERSHIPS

- Continue to partner with the Hollywood Chamber of Commerce and Council District 13's 'Heart of Hollywood' initiative to reach a broad group of stakeholders.
- Build rapport with Hollywood neighborhood councils, HOAs and apartment building managers to better communicate with and engage area residents.
- Cultivate relationships with local and national media reporters and social media influencers to pro-actively share positive Hollywood narratives.

INSPIRATION

Downtown Long Beach Alliance was the catalyst for bringing together disparate neighborhood associations to form the Downtown Residential Council (DRC), a local entity that is a voice for all residents in downtown.



KEY METRICS

- ◇ Representation on HPOA board and committees relative to composition of Hollywood community
- ◇ Number of stakeholders receiving and opening communications from the HED
- ◇ % of key contact information for the HED property owners and storefront businesses
- ◇ Total number of stakeholders engaged in HED programs and committees
- ◇ % of stakeholders aware of HED services
- ◇ Social media following and engagement statistics
- ◇ Web vanity statistics

GOAL 4



BECOME THE LOCAL MARKET EXPERT TO ADVANCE & ADVOCATE FOR HOLLYWOOD'S ECONOMIC INTERESTS

WHY THIS MATTERS

Pressures associated with growth, constrained municipal resources, unfunded infrastructure, pension liabilities, social epidemics and an unpredictable political environment have increasingly put a strain on local governments, meaning that advocacy on the behalf of districts, and alignment within, is all the more important. During the outreach phase of the strategic planning process, it was clear that stakeholders desired HPOA play a stronger advocacy role to serve the economic interests of the HED. In order to engage in effective advocacy, however, access to data is fundamental. Comprehensive tracking and collection of market and demographic data for the HED is lacking and the elimination of the Community Redevelopment Agency (CRA) exacerbated this void and others within the

realm of planning and economic development. HPOA is the logical organization to help fill the data gap and articulate an economic case statement for Hollywood that quantifies and reinforces an appeal for improved services and investment.

Moreover, based on conversations with stakeholders and local market experts, the lack of investment along Hollywood Boulevard between Highland and Vine is a primary weakness in the market. As BIDs elsewhere have done, HPOA can play a role in supporting property owners filling in storefronts and positioning the business mix to better serve local needs. Growing neighborhood-serving businesses signals that Hollywood is more than just a tourist destination; it is a vibrant neighborhood.

OBJECTIVES

- A. Be a voice of influence in local policy and advance planning decisions that impact the HED.
- B. Position the organization to be the trusted, impartial resource for HED market data.
- C. Partner with aligned organizations to advocate for policies and resources that support the HED.
- D. Proactively disseminate market data to media, investors and others to encourage the type of amenities desired by the community.
- E. Explore a business support role to address storefront vacancies and diversify the business mix to better serve area workers and residents.
- F. Support and encourage safer facilities and infrastructure to accommodate walking, transit, non-motorized and lightweight transportation options.
- G. Create a formal research and development function to research best practices and employ innovations for HED's services.

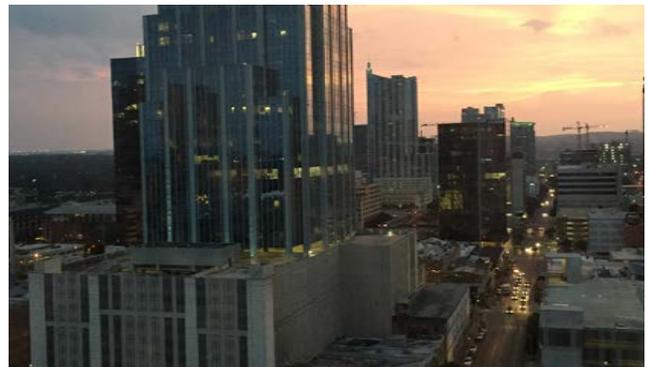
TACTICS

	Objectives	S	M	L
i.	Complete the Value of Downtowns case statement for Hollywood; share findings with City leaders and stakeholders.	A, C	★ →	→
ii.	Consistently monitor legislation and local policies that could impact the HED.	A, C	★ →	→
iii.	Track and benchmark the HED's demographic and market data.	A, B, C, D	★ →	→
iv.	Expand HPOA capacity to support research and policy needs.	A, B, C, G	★ →	→
v.	Produce an annual State of Hollywood report that provides valuable insights and data for City leaders and stakeholders.	A, B	★ →	→
vi.	Promote HPOA's accomplishments and activities to the HED's core constituencies and beyond.	A, B	★ →	→
vii.	Annually survey stakeholders to identify the most desired neighborhood-serving businesses missing from the market.	D, E	★ →	→
viii.	Conduct primary research on issues and policies affecting Hollywood to help guide outcomes, develop best practices, and educate Hollywood constituents and City leaders.	A, B, G	★ →	→
ix.	Partner with Council District 13 and the Hollywood Chamber to explore creating a liaison role to help small businesses navigate through City review and permitting processes.	E		★ →
x.	Consider development of a transportation management association to promote and encourage mobility options that reduce the use of single occupancy vehicles.	F		★ →
xi.	Explore opportunities to modify the City sign code overlay to allow for expanded commercial applications.	A		★ →

KEY PARTNERSHIPS

- Continue efforts to produce alignment with the Hollywood Chamber of Commerce and the Heart of Hollywood initiative to implement the shared vision for Hollywood.
- Continually inform City Council on the needs of the HED and HPOA's accomplishments in producing positive outcomes.
- Coordinate efforts with City and County of Los Angeles's departments of economic development, transportation, and others to garner support for HPOA initiatives.
- Align with Hollywood's neighborhood councils to advocate for resources to support implementation of the *Hollywood In Focus* strategic plan.

INSPIRATION



In 2019, the Downtown Austin Alliance presented its first ever "State of Downtown", a report providing a snapshot of the economic, cultural, and policy issues impacting downtown and the region.

KEY METRICS

- ◇ Number of times HPOA is quoted in media as subject matter expert on the HED
- ◇ Number of data requests fulfilled

KEY INDICATORS

- ◇ Storefront Occupancy
- ◇ Storefront business composition
- ◇ Residential density / occupancy / rates
- ◇ Modal split



ORGANIZATIONAL STRUCTURE

COMPARISON TO OTHER BIDS

Place management organizations differ widely in terms of operating budget, revenue sources, structure, staffing and services. The comparison summary (see **Appendix**) shows how HPOA compares to nine other organizations that manage BIDs throughout the country. The comparisons were selected based on one or more similarities with the HED, including: geography, size, emphasis on clean and safe services and/or being a high-profile visitor destination.

Relative to its budget, HPOA has significantly fewer staff in the office and in the field, compared to similar place management organizations.

- **Average FTE Office Staff: 23**
- **HPOA FTE Office Staff Today: 6**
- **HPOA FTE Office Staff Recommended: 10**

ORGANIZATIONAL STRUCTURE & STAFFING

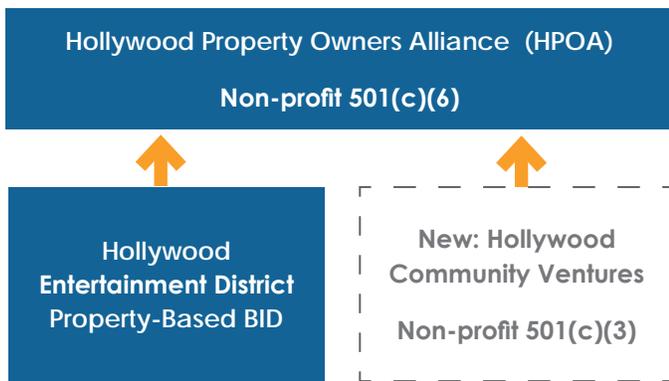
To achieve the goals and objectives of *Hollywood In Focus*, two fundamental changes to the HPOA are recommended:

1. An adjustment to the organizational structure to enable diversified funding sources, and;
2. Additional staff capacity to deliver on the new and enhanced service areas.

NEW 501(C)(3) AFFILIATE

Approximately 97% of HPOA's operating budget comes from assessment revenue. While this is not atypical, a growing number of place management organizations have diversified their funding sources beyond assessments to support a wide variety of programs. A non-profit 501(c)(3) affiliate is commonly used to collect revenue from grants, sponsorships or other contributions, and used to fund things like public space enhancements, planning studies and capital improvement projects.

A new non-profit 501(c)(3), "Hollywood Community Ventures", is recommended to be formed as an operating affiliate under the umbrella of the HPOA.



This will enable HPOA to diversify funding beyond assessments to support tactics that beautify and enhance the public realm. Additionally, the new non-profit could seek funds to support capital improvements, planning efforts, initiatives that support clean and safe and reduce homelessness and other special projects that might arise in the future. Hollywood Community Ventures could be managed with minimal administrative oversight from existing HPOA staff. To reduce duplication and encourage continuity, a small governance board could be formed as a sub-set of the existing HPOA board.

STAFFING ADJUSTMENTS AND ADDITIONS

The HPOA currently supports 6 F.T.E.s. As seen in the comparison summary in the Appendix, HPOA is very lean on staff compared to other place management organizations. While the organization has managed with the existing team, the new expectations delivered through the strategic planning process will necessitate additional staff capacity if they are to be met.

Formal decisions regarding the addition of staff will be made on an annual basis in conjunction with the HPOA's budget process. The graphic on the following page depicts a new staffing structure for the organization, which can be rolled out incrementally.

Short Term (First Six Months)

- **Operations/Quality Control Manager.** This individual is outdoors up to 90% of the time performing daily inspections of the public realm throughout the HED, overseeing HPOA maintenance contractors to ensure that services provided match conditions and demands on the streets. The manager will monitor contractual agreements to verify that stated obligations

are met and will interface with City agencies and other entities (as appropriate) to make certain that clean, safe and hospitality issues are addressed fully and in a timely fashion. This position is responsible for establishing a reputable maintenance program for the HED. The position reports to the VP for Urban Place Management.

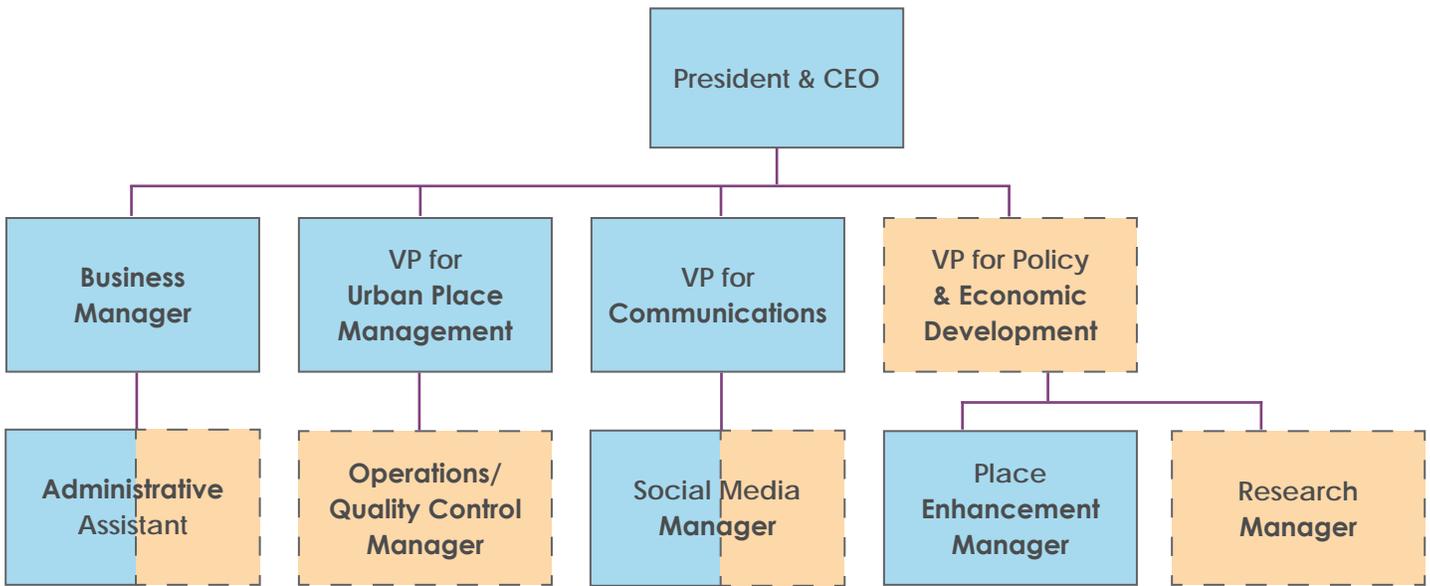
- **Research Manager.** The Research Manager is crucial in providing the data, benchmarking, and tracking needs that will position the organization as a trusted source of information and lend credibility to HPOA's advocacy efforts. This position will ultimately report to the VP for Policy and Economic Development but in the short term will report to the President and CEO.

Mid-Term (12-18 Months)

- **VP for Policy and Economic Development.** This senior level position will support the President and CEO as a voice of influence in local policy and planning decisions that impact the HED. Additionally, this staff's economic development background will support efforts targeting vacancies and business mix on Hollywood Boulevard, as identified in Goal 4. This position reports to the President and CEO and provides oversight of the Research Manager.
- **Social Media Manager.** This position exists today as a part time responsibility of current staff. As its own position, the Social Media Manager will be able to dedicate time to broadening HPOA's online reach and connect with a broader stakeholder base, as identified in Goal 3. This position reports to the VP for Communications.
- **Administrative Assistant.** This position also exists today as a part time responsibility of the current staff. Given the increased demand for committee meeting management, Brown Act compliance, stakeholder engagement, and expanded senior staff, this position is essential to ensure smooth operations, scheduling assistance for meetings, and general administrative support for the organization. This position reports to the Business Manager.

Ongoing

As the district continues to evolve, HPOA will regularly reflect on its staff needs to ensure the skill-sets are in place to address the pressing and emergent needs of the HED.



Blue indicates existing positions, yellow indicates new positions, half-blue half-yellow indicates an existing part time position.

HPOA BOARD OF DIRECTORS

BOARD COMPOSITION

The HPOA is governed by a board comprised of approximately two dozen property owners (or representatives), representing a variety of property types and geography within the HED. As the Hollywood community continues to evolve, with a growing residential and employee population, it is important that the board adapts to reflect the range of stakeholders that are in the district. This aligns with HPOA's shift in culture of how it defines stakeholders; it also enriches dialogue and ideas when varied perspectives are brought to the table.

As seats become available, HPOA board and staff should seek viable candidates that diversifies the board according to age, race, gender, ability and stakeholder type. The board should continue its Leadership Development initiative to encourage the next generation of leaders in Hollywood and cultivate future board members. The board could also consider formalizing diversity targets.

STANDING BOARD COMMITTEES

Committees provide a forum for meaningful engagement and a deeper dive on issues than can be accomplished at a full board meeting. The HPOA Board of Directors has an existing committee structure that should be realigned to match the strategic plan work program. Based on their expertise and/or area

of interest, board members can elect to be on one or more of the following committees. Committees are also a great place to engage with stakeholders who have relevant expertise and help nurture the next generation of leadership.

Place Management Committee

(Formerly Placemaking and Safety Committees). This committee will offer feedback and guidance to enhance and strengthen the organization's clean, safe and hospitality ambassador programs (Goal 1).

Place Enhancement Committee

(Formerly Placemaking / Streetscape Committee). This committee will provide strategic guidance and recommendations to HPOA staff and the board related to enhancing, activating and beautifying the public realm (Goal 2).

Stakeholder Engagement Committee (New)

This committee will assist staff and the board in developing communications and engagement programs, projects and strategies intended to reach, inform, and benefit area stakeholders (Goal 3).

Policy & Economic Development Committee (New)

This committee will provide strategic guidance and recommendations to the staff and board related to data collection, policy work, and district advocacy. As a new area of focus for HPOA, this committee will help to shape the work plan from inception (Goal 4).

BOARD ROLES AND RESPONSIBILITIES

Hollywood In Focus provides an opportunity to calibrate and balance board and staff roles moving forward. General guidelines common to BID and non-profit management models include the following delineation:

Board of Directors

- Primary focus is to provide policy leadership for the organization, including developing annual goals and objectives.
- Ensure that programs activities are meeting the overall mission of the organization.
- Supervise and evaluate the President & CEO, including a formal performance evaluation conducted each year.
- Serve a fiduciary role to ensure programs and budgets are consistent with the intent of the BID Management Plan.
- Help the organization advocate and raise funds for policies and programs that will benefit the district-at-large.

Staff

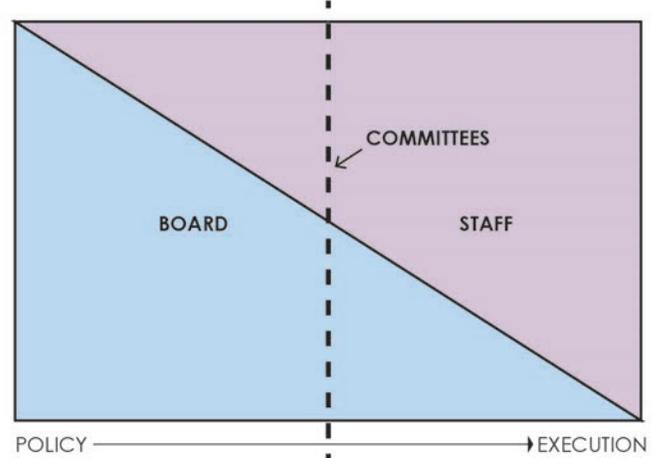
- Charged with the design, development and day-to-day execution of programs and initiatives.
- The President & CEO recruits, supervises and evaluates all staff positions.

- The President & CEO develops organizational budgets, including all staff compensation.
- The President & CEO is the primary spokesperson for the organization, supported by appropriate staff and board officers as needed.

Committees

- A “middle ground” where staff and board members work together on the design of programs and monitor results.
- Provide meaningful engagement opportunities for both board and non-board members.
- Offer a platform for identifying and training new leadership for the organization.

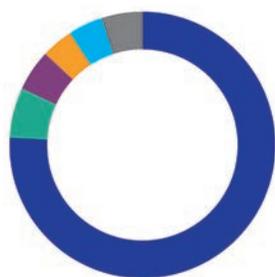
Board vs. Staff Responsibilities



BUDGET

As dictated in the management plan, HPOA’s primary focus will continue to be on clean, safe and hospitality services with the majority of budget allocated accordingly. The order-of-magnitude graphic below is representative of how 2020 expenditures could be assigned based on the four goals of the strategic plan, as well as administrative expenses and fees. Allocations to each goal area should vary year-to-year depending on the direction of the board and the most pressing needs of the HED.

HPOA Sample 2020 Expenditures



GOAL 1: Excellence in Cleanliness, Safety and Hospitality

GOAL 2: Place Enhancements

GOAL 3: Communications and Engagement

GOAL 4: Advocacy & Economic Development

ADMIN: General Administration & Overhead

FEES: City Fees, Contingency, and Delinquency

APPENDIX

A. ACKNOWLEDGMENTS

Thank you to the Strategic Planning Committee, HPOA Board of Directors, HPOA staff and the 900+ stakeholders who participated in this planning effort.

HPOA BOARD OF DIRECTORS

- Bill Humphrey – Chair; Hudson Pacific Properties
- Katie Zandona – Vice Chair; Ullman Investments
- Frank Stephan – Secretary; Clarett West Development
- C. Drew Planting – Treasurer; Goldstein Planting Investments
- Leslie Blumberg – The Fonda Theatre
- Brian Folb –Paramount Contractors & Developers
- David Gajda – Hollywood Media Center
- Michael Gargano – Argent Ventures
- Chase Gordon – Gordon California Properties
- David Green – Nederlander West Coast
- Evan Kaizer – Sieroty Company
- Chad Lewis – Klein Financial Corporation
- Michael Pogorzelski – AMPAS
- Fred Rosenthal – Ametron
- David Twerdun – LeFrak
- Larry Wilkes – Related
- Monica Yamada – CIM Group
- Tony Zimbardi – AMDA College & Conservatory of the Performing Arts

HONORARY, EX-OFFICIO MEMBERS

- Rana Ghadban – Hollywood Chamber of Commerce
- Dan Halden – Heart of Hollywood, Los Angeles City Council District 13
- Mike Harkins – DJM Capital
- Carol Massie – McDonald’s Restaurants

STRATEGIC PLANNING COMMITTEE

- Monica Yamada – CIM Group, Committee Chair
- David Gajda – Hollywood Media Center
- Chase Gordon – Gordon California Properties
- Brian Folb – Paramount Contractors & Developers
- Larry Wilkes – Related
- Katie Zandona – Vice Chair; Ullman Investments

HPOA STAFF

- Kristopher Larson, AICP, President & CEO
- April Clemmer, Communications and Administrative Coordinator
- Lorin Lappin, Finance Manager
- Rich Sarian, Operations Director
- Devin Strecker, Deputy Director, Business Development

CONSULTANT TEAM (P.U.M.A.)

- Brad Segal, Principal in Charge
- Andrea Buglione, Graphic Design
- Yvette Freeman, Operations Specialist
- Erin Lyng, Project Manager



B. COMPARABLE BIDS SUMMARY (ORDERED BY ANNUAL OPERATING BUDGET)

	Times Square Alliance (NYC)	Downtown Seattle Association	Downtown Denver Partnership	Downtown Austin Alliance	Downtown Santa Monica Inc.
Square Blocks	25	285	120	192	46
Annual Visitors	50 million	unknown	17.4 million	unknown	16 million
Annual Operating Budget	\$23.1 million	\$22 million	\$14 million	\$10.3 million	\$9.9 million
Annual Assessment Revenue	\$14.4 million	\$16 million	\$6.4 million	\$8.4 million	\$7.4 million
Assessment per Square Block	\$576,000	\$56,140	\$53,383	\$43,750	\$159,838
Non-Assessment Rev. (% of Budget)	38%	27%	54%	18%	26%
Sources of Non-Assessment Revenue	Grants & Sponsorship, New Years, Program Services, Interest on investments	Grants & sponsorships, Private donations, Membership fee & parks permits, Gov't contracts & fee for service	Contracted services, Sidewalk cafe lease, Special events, Mall vending, Banner program, Membership dues	Local gov't contributions, Membership dues, Contract services, Management fees	Ice rink operations, Sponsorships, Event & filming fees, Contracted services, Rent
FTE: Office	35	45	39	25	16
FTE: Field	100	135	83	44	75
Operating \$ per FTE (Office)	\$660,000	\$488,889	\$358,974	\$412,000	\$623,125
Focus Areas:					
Advocacy	x	x			
Cleaning	x	x	x	x	x
Economic Dev.			x		x
Events					x
Planning		x		x	
Holiday			x		
Marketing	x		x		x
Member Services					
Outreach, Homelessness		x		x	
Park Mgmt		x			
Ped. Environment, Beautification			x	x	x
Safety, Hospitality	x	x	x	x	x
Transportation		x			
Board Composition	52% prop. owners, 30% businesses, 6% residents, 4% gov't, 4% community boards	Business and non-profit leaders; approximately 1/3 are ratepayers	Multiple boards; BID board is 100% property owners	61% property owners, 25% non-property owners, 14% public members	46% appt. by prop. owners, 46% appt. by City Council, 8% City Manager or designee
Diversity Targets	No defined racial/ethnic diversity goals but continual topic of discussion	Goal within strategic plan, but no specific metrics	Informal goal; actuals: 42% women, 28% people of color	Undefined	Undefined
Affiliated Organizations	N/A	501c3: used on a limited basis; 501c6: manages assessment	501c3: community planning & education; 501c3: public-facing events; 501c6: membership	501c: culture, education, recreation	N/A

	Hollywood Property Owners Alliance	Downtown Center BID (LA)	LA Fashion District	Golden Triangle BID (D.C.)	Downtown Vancouver BIA
Square Blocks	70	65	110	43	90
Annual Visitors	10 - 15 million	19 million	unknown	2 million	10 million
Annual Operating Budget	\$7.4 million	\$7.1 million	\$5.9 million	\$5.6 million	\$3.2 million
Annual Assessment Revenue	\$7.3 million	\$7 million	\$5.67 million	\$5.55 million	\$3.17 million
Assessment per Square Block	\$104,285	\$107,692	\$51,555	\$129,302	\$35,206
Non-Assessment Rev. (% of Budget)	3%	1%	4%	2%	2%
Sources of Non-Assessment Revenue	Interest earnings, General benefit contribution from City of LA	General benefit, Contract with City to maintain city-owned vacant lots	General benefit contribution for City, website advertising, Investment income	Grants & sponsorships, Donations	Sponsorships, Event fees (non-members), Interest
FTE: Office	5 (+1 vacancy)	12	8	15	13
FTE: Filed	40	70	60	25 to 40	17
Operating \$ per FTE (Office)	\$1,250,000	\$591,667	\$737,500	\$377,333	\$249,269
Focus Areas:					
Advocacy			x		x
Cleaning	x	x	x	x	x
Economic Dev.		x	x		x
Events					x
Planning					
Holiday					
Marketing	x	x	x		
Member Services				x	
Outreach, Homelessness	x	x			
Park Mgmt					
Ped. Environment, Beautification	x			x	x
Safety, Hospitality	x	x	x	x	x
Transportation					
Board Composition	100% property owners; plus 4 non-voting members	100% property owners (2 required to be residents)	100% property owners	82% property owners, 18% non-property owner (tenants)	40% property owners, 60% business owners
Diversity Targets	Aiming for diversity of geography, gender, and property-type	Undefined	Undefined	Undefined	Predominately recruiting & retaining Millennials
Affiliated Organizations	N/A	N/A	N/A	501c3: homeless services, safety, place enhancements, public art, enviro sustainability	N/A

C. FOCUS GROUP SUMMARY

HOLLYWOOD: IN FOCUS

FOCUS GROUP SUMMARY

During a site visit to Hollywood May 15-17, 2019, Progressive Urban Management Associates (P.U.M.A.) conducted a series of focus groups to gather information that will inform a strategic planning effort by the Hollywood Property Owners Alliance (HPOA), which manages the Hollywood Entertainment District (HED), a property-based business improvement district (PBID). The strategic plan, known as “Hollywood: In Focus”, will guide the organizational structure, programs and priorities over the next five years.

Over 300 diverse stakeholders were invited to the discussions and approximately 50 participated in five focus groups held over three days. Stakeholders ranged from property owners, to business tenants, residents, schools, religious institutions, City representatives, cultural institutions and others. The summary below captures the common themes that emerged related to the strengths, challenges, and desired improvements for Hollywood. Input from the focus groups will be used to develop an online survey that will be broadly distributed.

Hollywood Strengths

Participants identified the following strengths of Hollywood, which can be grouped as follows (listed alphabetically):

- **Allure:** Hollywood has strong brand recognition and is a continual draw for visitors. The Hollywood name means something to everyone and carries a sense of glamour and awe.
- **PBID Support:** There is appreciation for the clean and safe services provided by the BID to enhance the level of service in the HED.
- **Community:** Hollywood continues to grow as a residential community, bringing new voices to meld with long-time residents, employees and visitors.
- **Creative and Funky:** Whether it is the film industry, live theater, arts or culinary experiences, Hollywood is a place where creativity flows.
- **Opportunity:** Many different types of people are drawn to Hollywood, which is seen as a place of opportunity.
- **Reinvestment:** New developments are creating more reasons to come to Hollywood. Stakeholders talked about pockets of revitalization where new hotels, restaurants and residences have been developed. Additionally, Hollywood has recently secured new anchor businesses.

Hollywood Challenges

Participants identified the following challenges in Hollywood, which can be grouped as follows (listed alphabetically):

- **Absentee Owners:** A number of property owners have let their buildings fall into disrepair; additionally, stakeholders feel these property owners do not make enough effort to attract desirable tenants for the neighborhood.
- **Cleanliness:** It was acknowledged that cleanliness has improved over the past few months, but services do not always keep up with the needs of the HED. The Walk of Fame and alleys were mentioned specifically, as was a ubiquitous smell of urine.

- **Homelessness:** The prevalence of encampments and individuals living on the streets remains a challenge in the HED, and stakeholders say the resulting effects have grown exponentially worse. Primary issues stem from a subset of this group who are aggressive and/or have mental health issues. A need was voiced for more supportive services.
- **Parking:** Finding available parking and unpredictable parking management techniques were voiced as challenges for both employees and visitors. Parking spots are often taken by production crews or tour buses, further limiting an already tight supply.
- **Roles and Responsibilities:** With many cooks in the kitchen it is not always clear who is responsible for what. There is the need for greater convening and coordination among partners including the BID, Chamber, Council Districts, Neighborhood Councils, property owners, businesses and residents. More coordination would lead to a stronger voice for the HED.
- **Safety:** There are both real and perceived issues of safety in the District. Criminal activity in addition to aggressive behaviors by some street populations can make residents and visitors feel uncomfortable. Additional challenges include constraints on the authority of LAPD and a lack of patrol throughout the District overnight.
- **Tourist Volume:** The sheer number of visitors, while also a positive, presents challenges from a clean and safe perspective. In addition, Hollywood continues to grow as a residential neighborhood where new residents and tourist activities can be at odds; especially during the evening hours.
- **Visitor Experience:** While the brand and allure of Hollywood draws many visitors, some leave disappointed. Stakeholders fear the Hollywood experience does not match visitors' expectations as it relates to cleanliness, safety, business mix, information and visitor services. The prevalence of unregulated vendor encroachments coupled with very high visitor volumes creates real pedestrian flow issues in some areas of the HED.

Hollywood Improvements

Participants identified desirable improvements for Hollywood. Each participant was given 3 votes for their top priorities. The improvements are listed below according to the number of votes they received.

- **Improve safety (25)**
 - Nighttime security
 - More visible presence
 - Coordinate with LAPD and private security
 - Hospitality Ambassadors
- **Improve buildings (esp. on Hollywood Blvd.) (19)**
 - Address absentee owners
 - Fill vacancies
 - Improve storefronts/facades
 - Recruit quality tenants
- **Alignment/Coordination with partners (19)**
 - BID, Chamber, City, property owners, tenants
 - Advocate together
- **Placemaking & beautification (18)**
 - Green spaces (parks, parklets, dog runs)
 - Gathering places
 - Outdoor seating
 - Lighting

-
- Reduce disruptive street behaviors **(17)**
 - Disruptive behaviors by mentally unstable individuals
 - Increase services for homeless population; inclusive of mental health specialists
 - Provide training for employees on managing disruptive behaviors
 - Aggressive peddlers; prey on tourists
 - Noise volume
 - Business attraction and retention **(12)**
 - Improve permitting process
 - Diversity of business types
 - Neighborhood serving
 - Balance local vs. corporate
 - Existing business support services
 - Add public restrooms **(11)**
 - Develop a strategic plan for the Hollywood area **(10)**
 - Parking management **(8)**
 - Parking configuration
 - Enforcement
 - Extend meter time
 - Free-up valet zones no longer in use
 - Increase in basic City services (cleaning, security) **(8)**
 - More mobility options (e.g. using the DASH bus as a circulator) **(5)**
 - Free, accessible events that are community-oriented **(3)**
 - Bring the arts (esp. live theater) back to Hollywood **(2)**
 - Facility for tour buses **(1)**
 - More affordable housing **(1)**
 - Better services/amenities for residents **(1)**
 - Better dining experiences **(1)**

Role for HPOA

Participants identified ways HPOA could be most beneficial in supporting the desired improvements for the HED, which can be summarized as follows (not listed in order of magnitude):

- Excellence in clean and safe
- Business development; help attract quality new businesses to the District; help new and existing businesses to succeed
- Encourage absentee owners to invest in and clean up properties (esp. on Hollywood Blvd.)
- Communication/engagement to broad, diverse stakeholder groups including businesses and residents
- Share information on what the BID does, its goals, and success stories
- Convene partners (Chamber, City, Neighborhood Councils, property and business owners etc.) to work toward a cohesive plan for the Hollywood area
- Advocacy – a strong, collective voice for Hollywood
- Collect data/information to more efficiently deploy services & be the local market expert about the HED
- Help Hollywood deliver on its brand promise
- Brand Hollywood as not just a tourist destination but a community
- Placemaking, beautification, identity

FOCUS GROUP #1 NOTES

MAY 15TH, 2019 | 1:30PM TO 3:00PM

Attending:

- Maegen Rzasa-Cleary – Hollywood Farmers Market
- Anastasia Mann – Hollywood Hills West Neighborhood Council
- Beth Andrus - World of Wonder Productions
- Jeff Wagner – Jeff Wagner Agency
- Nyla Arslanian – Discover Hollywood Magazine
- Joshua Garza – Kilroy
- Elizabeth Bowman – Hollywood Farmers Market
- Shannon Prior – City of Los Angeles
- Nicole Mihalka – Jones Lang LaSalle

HPOA Staff:

- Kris Larson
- Rich Sarian

Hollywood Strengths

- Heart of Los Angeles
- Beautiful setting with the mountains
- Opportunities; young people in search of the dream
- Biggest draw for the City; people want to come here
- Creative community - arts, live theater, culinary (well-known chefs, Hollywood Farmers Market)
- Reputation management has improved in the last few years; more good news coming out of Hollywood
- Pockets of revitalization (e.g. Selma and Cahuenga); proof that it can turn around; changing the local perspective.
- Residential growth (+/-); good to get people moving in who care about the community
- BID relationship with the homeless population has been positive and non-confrontational
- Some property owners are engaged
- People loved the police on horses

Hollywood Challenges:

- Tension between tourism and residents
 - Constant nighttime entertainment and activity on Hollywood Blvd.
 - Noise element
 - Drunk people; scary; intimidating
 - Lack of parking for residents

-
- Nuisance crimes (urinating in public and on private property; vandalism)
 - Parking for employees and clients
 - Existing parking lots being developed
 - New development with waived parking requirements
 - Challenge for talent recruitment/retention
 - Does the City of LA have the political will/ability to solve issues in Hollywood?
 - Homelessness; has grown “exponentially” worse
 - Disengaged, absentee property owners who don’t invest in the physical appearance of their properties or make an effort with tenant mix
 - Gentrification, loss of community
 - New housing is expensive
 - Some small businesses are being priced out
 - New homes that are for rent (vs. ownership) creates a more transient community
 - Hollywood does not consistently deliver on the promise/brand expectation – varies block by block
 - Safety issues:
 - Real – mugging, assault, other criminal activity
 - Issues of mental health
 - People getting spit on
 - People exposing themselves
 - Drug use; used needles in alleys
 - Grown worse over the last five years
 - New restrictive laws limit police ability to enforce
 - Issues during the day and night
 - Changing dynamic - 1/3 mentally ill; 1/3 addictive; 1/3 bad choices

Improvements (each participant given 3 votes)

- Improve pedestrian safety on sidewalks – **5 votes**
 - Ambassador program?
 - More police?
- Promote Hollywood to attract new businesses; improve quality of businesses (and support existing small businesses) – **4 votes**
- Utilize DASH buses as an inexpensive circulator (short-term solution to lack of parking) – **4 votes**
- Improve services for street populations & mentally ill – **4 votes**
- Improve the sidewalk experience (through placemaking) – more outside cafes; parklets etc.– **3 votes**
- Improve partnerships (with businesses, outreach groups, property owners) on issues facing the district – **3 votes**
- More parking supply – **2 votes**
- Free, accessible events that are open to all (Hollywood can feel exclusive) – **2 votes**
- Training programs for staff of employers in the area on how to handle mental health issues, first aid, emergency management etc. (Neighborhood Council says they offer this) - **1 vote**
- Clean the Walk of Fame (esp. the stars)
- More restaurants with good food – no more “tourist slop”
- Wayfinding (pedestrians and cars)
- Manage food truck vending – enforce existing ordinance

A subsequent conversation was held on a preferred approach to safety in Hollywood and whether that should be accomplished through an Ambassador approach or more police. Each participant was given 1 vote. Many participants noted that they would prefer a blended approach.

Ambassadors or More Police?

- Ambassadors – **6 votes**
- More police – **2 votes**
- I don't know – **1 vote**

HPOA's Role (next 5 years)

- More focus on problematic properties; engage with absentee owners – could work on this with City Council
- Quality of new businesses
- Progress on safety issues
 - More collaboration (inc. with businesses private security firms) to fill the gaps
 - Safety on sidewalks
 - Mental health issues
- Improve the Hollywood experience so that brand expectation meets reality
- Cooperative use of parking between resident's nighttime needs and employer/employee daytime needs; more efficient use of existing parking
- Continue to convene stakeholders with things like this focus group!

FOCUS GROUP #2 NOTES

MAY 15TH, 2019 | 5:30PM TO 7:00PM

Attending:

- Kerry Morrison – Former ED - HPOA
- Michael George – Doud Associates Inc.
- Franck Paolo – L. Ron Hubbard Life Exhibition
- Chelsea Garcia – L. Ron Hubbard Life Exhibition
- Akliia Chin – Akliia's
- Brian Folb – Paramount Contractors (BID board member)
- Ginnia Hargins – LAUSD - Selma Elementary
- Donna Williams – Hollywood Heritage
- Wally Moran – Wood & Vine
- Margot Gerber – American Cinematheque
- Christy McAvoy. – Hollywood Heritage
- Joe Mariani Jr. - Hollywood Center

HPOA Staff:

- Kris Larson
- April Clemmer

Strengths

- Growing number of reasons for people to come to Hollywood (new bars, restaurants, clubs, hotels)
- Historic area
- Glamour and legacy of Hollywood
- Growing as a residential neighborhood
 - More people to support amenities

Challenges:

- Hollywood does not deliver on the brand promise
- Need more amenities for residents
 - Civic gathering places
 - Pet serving amenities (pet relief areas - not in tree wells!)
- Parking & congestion
 - Customers and employees
 - Affordable lots have been developed
 - Production crews buy out surface lots for periods of time
 - Availability and cost

- Challenging for the school to accommodate parents needs
- Homelessness
 - A subsection with mental health issues – yelling, defecating in public, etc.
 - Can be a deterrent for attracting kids and families to schools in the area
 - Trend is noticeably worse
- Cleaning – not keeping up (smells like urine)
- Lack of public restrooms (bio-hazard and a nuisance for tourists)
 - Most businesses won't let people use their bathrooms
- Owner neglect of property – minimal maintenance, lack of regard for types of tenants
- Loss of community shops and services (bookstores, eateries) as rental costs increase; pressure for displacement
- Safety – real and perceived
 - Changing dynamic – in the '90s it was more about gangs and drugs
- Concern with density; especially given the area is earthquake prone
- Lack of vision; projects being approved piecemeal; need for a community plan. (One participant mentioned there *was* a community plan but a lawsuit invalidated it)
- Lots of vacant storefronts

Improvements (each participant given 3 votes)

- Public restrooms – **11 votes**
 - Self-cleaning?
 - Good for homeless, tourists, and everyone else
 - Wayfinding to let people know where they are
 - Marketing opportunities
- Improve buildings; better maintenance; clean up vacant spaces – **10 votes**
- Green Spaces – **5 votes**
 - Parklets
 - Pet areas
 - Skate park
 - Plaza/gathering place
- Security – 24 hr. – **5 votes**
 - Most illicit activity occurs between 2am-6am
 - LA police only respond if urgent
- Need a cohesive plan – delegation and coordination among partners – **4 votes**
- Improve lighting for safety and aesthetics (inc. historic buildings) – **2 votes**
- Partnerships – BID, Chamber, Heritage – **2 votes**
- Attract neighborhood-serving retail – **1 vote**
 - Subsidies for desired retail
 - E.g. Legacy building program, like San Francisco's long-term leases
- Recycling receptacles
- Clean and *repair* the Walk of Fame
- Better tell the Hollywood story along the Blvd. (utilize storefronts, docents, walking tours etc.)
- Enhance the tourism experience "Maps and Apps" to better understand Hollywood

-
- Improve movement on sidewalks esp. Hollywood Blvd., which is difficult to navigate with street vendors etc.
 - Keep up with painting curbs (red)
 - Enliven storefronts; e.g. pop-up galleries, "Gallery Walk" that tells the story of Hollywood

HPOA's Role (next 5 years)

- BID security needs more authority; we like them but most the time they don't have the authority to deal with our issues. (Restrictions on law enforcement a trend nationally)
- Get recalcitrant property owners to respect and invest in their properties
- BID can help convene and coordinate a cohesive plan among partners to determine roles and accountability (CD4, CD13, LAPD, BID, Chamber, etc.)
- Flip the hierarchy of needs and look to advocacy first
 - Advocate for more affordable housing
 - Build respect for the public realm
 - Tap into residents' voices; get long-time and new residents more involved

Kris added that the City had a contract with JCDecaux to build 150 public restrooms and only 12 have been built so far. The HPOA is in conversation with the City's Department of Public Works to advocate for public restrooms in Hollywood. One of the challenges has been that adjacent property owners have to approve the restroom facility.

FOCUS GROUP #3 NOTES

MAY 16TH, 2019 | 9:00AM TO 10:30AM

Attending:

- Anne Darron – El Centro Apartments
- Nicolas – El Centro Apartments
- Phil Erenberg – The Hollywood Building
- Marty Shelton – NAI Capital
- David Twerdun – LeFrak (BID board member)
- Amy Brown – Roberts & Properties
- Fernando Morales – LA Supervisor 3rd District Office
- Kitty Gordillo – Hollywood PAL

HPOA Staff:

- Kris Larson
- Devin Strecker

Strengths

- BID cleaning services - things have improved in the last few months.
- Locals view the areas as a community (visitors come to shop and dine)
- Vibrancy, density
- Evolving as a place to live
 - Attracting professionals in their 30s and 40s
- Night club issues have become more manageable – attention from Council and LAPD
- New revitalization projects - residential, retail, hotels
- Walk of Fame and the Hollywood sign are huge recognition points for the City
- New transitional housing has helped to reduce people on the street
- Restaurants and stores can make money here

Challenges:

- Tourist experience (listed the worst tourist experience out of 100)
 - Tour bus ticket thugs
 - Harassment from vendors
 - Lack of visitor services
 - Do more to show tourists we care – ask them about their experience/what they would like to see
- Food trucks are not respectful – food all over the neighborhood; lack of regulation/enforcement
- Need more cleaning services - esp. alleys
- More amenities for residents – green spaces, gathering places, dog park

-
- Quality of retail and vendors on Hollywood Blvd.
 - Homeless element; some are aggressive
 - Aggressive peddlers (e.g. selling misc. items)
 - Smells bad
 - Expectation vs. Reality. Hollywood doesn't deliver on the brand promise (according to a Chamber survey, international visitors are more tolerable of some of the things local/US visitors complain about)
 - Tensions between tourism and residential community (e.g. tour buses and vending outside residential properties)
 - Difficulty finding retail tenants (retail is in disruption everywhere)
 - Locals avoid The Boulevard
 - Parking
 - Security (esp. at night)
 - Crowded; loud – not an easy experience
 - Drop off in interest, especially after mid 20s in age
 - Quality of retail/nightlife
 - Safety – real and perceived
 - Perception can deter new businesses – “Hollywood is too gritty for our business”
 - Properties with roll down doors send a signal that the place is not safe
 - Homeless
 - Street vendors
 - Can feel like an intimidating environment
 - Violent or aggressive behaviors are unsettling

Improvements (each participant given 3 votes)

- Improve City services (lighting, cleaning, police...) – **8 votes**
 - Hollywood is a huge draw for the City and too much responsibility has been given to the BID
- Get alignment between the BID, Chamber, Council – stronger voice and advocacy for the District – **4 votes**
- More beautification projects – **3 votes**
- Angled parking on Hollywood Blvd. (helps retail, more eyes on the street) – **3 votes**
- Clean & Safe (primarily as it relates to homelessness) – **3 votes**
 - Contain/manage aggressive behaviors
 - Work with the City on homelessness
 - Advocate for supportive services and transitional housing
- BID security – need more visible presence – **2 votes**
 - Safety is fundamental to any improvements
- Improve buildings with absentee owners; storefront appearance and fill vacancies – **2 votes**
- Improve parking enforcement & nuisance issues (jaywalking; U-turns, litter) – **2 votes**
 - Vendors and tour buses abusing parking in front of businesses
 - Escalating tickets?
- Parking revenue share to bring money back to the community
 - According to the Chamber, Hollywood generates more money per capita on parking than anywhere else in the City

HPOA's Role (next 5 years)

- Excellence in clean and safe (e.g. DC BID – “Be Brilliant at the Basics”)
 - Common sense approaches
- Advocacy – get partners in alignment with partners; get property owners bought-in on the Hollywood standard/vision
- Be a convener of conversations/problem solver
- Continue to brand Hollywood as not just a tourist destination but a community
- More outreach to local residents; they can be ambassadors in promoting the district
- Improve the tourist experience
- Help new businesses and projects to succeed
- Collect data/information to more efficiently deploy services

FOCUS GROUP #4 NOTES

MAY 16TH, 2019 | 11:00AM TO 12:30PM

Attending:

- Alfredo Hernandez – Media District BID
- Melissa Logan – Amoeba Music
- Ed Bell – Madame Tussauds Hollywood
- Diego Lopez - AMPAS
- Anita Rosenberg – Anita Rosenberg Studio
- Beth Marliiss – Musicians Institute
- Lianna – Salvation Army
- Scott Sanchez – Proper Parking
- Tricia LaBelle – Boardners
- Brandon Helfer – Proper Tours, Proper Parking

HPOA Staff:

- Kris Larson
- Rich Sarian

Strengths

- BID is great! Love the BID patrol and they are more responsive than police
- Beautification and maintenance of the physical environment has improved
 - Streetscape, Cahuenga lighting, pocket parks
- Pockets of vitality (e.g. the Selma corridor)
- Moving toward better coordination (Chamber, Neighborhood Councils, City, BID); need to tell this story
- Fewer homeless issues in parking lots
- Police are more responsive here than in other areas; officers trained in mental health issues can de-escalate issues
- Have seen an increased police presence in the district

Challenges:

- Police not addressing the issues
 - Better contain disruptive behaviors
 - Lack of response for non-threatening issues
 - Need to build relationships with key police contacts; turn-over makes this difficult
 - Lack of coordination between LAPD and private security
- Homeless issues, we could do better
- BID patrol not there at night
 - Hollywood flips at 7pm; new crowd comes in
 - 60 nightclubs; up to 35K people

- Lot of nighttime activity
- Many organizations but lack of action
- Lack of consistency with licensing and regulations
 - Historic regs
- Lots of business turn-overs; vacancies
- Need to improve community outreach – let people know what the BID does!
 - BID/Chamber/Neighborhood Councils communication
 - Make information more accessible
 - Let people know about how the orgs *are* working together
- Lack of data/metrics for understanding the district. What do we do well? Where do we need to improve?
- Hawkers, vendors
- Drug use
- Stealing
- Sheer volume of people visiting
- 1-hr. parking limit – not enough time to do anything

Improvements (each participant given 3 votes)

- Reduce/contain street populations: - **9 votes**
 - Street vendors
 - Costume characters
 - Noise
 - Homeless coming into businesses
- Extend deployment of BID security (later eve; early morning) – **8 votes**
 - Work hand-in-hand with police
 - Better coordinate with private security of businesses; school campuses, etc.
 - Communication to stakeholders; what does the BID do? What does LAPD do?
- Attract new businesses (Cahuenga potential) – **5 votes**
 - Speed up the permit process
 - Diversity of businesses
 - Neighborhood serving businesses (like a bakery)
- More green space/parks – **3 votes**
 - Encourage Hollywood Central Park to be built
- Reduce regulatory barriers to open doors, windows, allow for outside seating – **2 votes**
- Improve storefronts and business mix on Hollywood Blvd. – **2 votes**
- Traffic abatement; more mobility options – **1 vote**
- Improve parking management – **1 vote**
 - Increase meter parking to 2 hrs.
 - Free up defunct valet zones
- Advocacy - BID support for a Plan and development standards [support live, work, play] – **1 vote**
- Better services and amenities for residents – **1 vote**
- Attract new customers/markets (local and visitors)

HPOA's Role (next 5 years)

- Improve communication with stakeholders

-
- Convene meetings with diverse stakeholders on a regular basis
 - Share information on what the BID does
 - Measurable goals + success stories
 - Increase social media presence
 - Get stakeholders bought into the vision for Hollywood
 - Increase visibility of BID security
 - Build resource base
 - Support new development & business
 - Get different business types involved; board diversification
 - Leadership development
 - Clean and safe basics
 - Placemaking, beautification, identity (like Cahuenga lights)
 - Get owners to improve buildings (consider murals by local artists)

FOCUS GROUP #5 NOTES

MAY 17TH, 2019 | 9:00AM TO 10:30AM

Attending:

- Li Wen - Gensler
- Sean Starkey – CD13
- Heather Carmichael – My Friend’s Place
- Oscar Arslanian – Discover Hollywood
- Cko Johnson – Japan House
- Yuko Kaifu- Japan House
- Dan Halden – CD13 & Heart of Hollywood initiative
- Maureen Schultz – Capitol Records
- Tony Hoover – Red Line Tours
- Chase Gordon – Avison Young (BID Board member)
- Kevin Donan – As the Record Turns
- Monet – Larchmont Charter

HPOA:

- Kris Larson
- Lorin Lappin

Strengths

- Center of tourism
- Strong brand recognition
- Allure of Hollywood; Hollywood means something to everyone
- Growing residential neighborhood
- Invested/motivated stakeholders; willing to see change
- Fortunate to have the Chamber represent business interests
- Police coverage has increased over the last few years; LAPD sincere desire to address issues
- New anchor businesses (e.g. Netflix)
- Economic opportunity
- Entertainment industry
- Diverse and funky
- Graffiti mitigation/abatement improvements
- Gang violence is way down
- Hollywood is open to transitional housing
- Farmers market!

Challenges:

- Safety
 - LAPD constrained
 - LAPD does not respond to homelessness issues
 - Disruptive behaviors/mentally ill
- Too tourist- oriented; alienates local residents
 - Traffic
 - Parking
 - Cleanliness
 - Retail
- Business and residents lack a voice to influence change (property owners have a voice through HPOA)
- Sidewalks over-crowded/chaotic
 - Scooters
 - Skateboards
- Condition of the Walk of Fame (many stars are chipped)
- Displacement pressures; how to elevate ALL
- No parks or playgrounds for families
- Hollywood doesn't meet brand expectations
- Hollywood Blvd. does not function like a Main Street; as the main artery it should better serve the neighborhood
- Absentee landlords; not curating tenants

Improvements (each participant given 3 votes)

- Strategically plan the District – **10 votes**
 - Balance tourist/residents' interests
 - Need a comprehensive vision
- Partnership/coordination with Chamber, property owners and businesses to direct change – **5 votes**
- Improve safety – **5 votes**
 - Authority to enforce
 - More eyes on the street
 - Uniform presence
- Improve Hollywood Blvd. (quality tenants; encourage property owners to upgrade facades) – **3 votes**
- Improve tourist infrastructure for parking, transportation and mobility (esp. with regard to tour buses) – **2 votes**
- Bring the arts back to Hollywood – **2 votes**
 - Live theater
 - Activate empty theaters
- Pressure to activate/improve vacant buildings – **2 votes**
- Balance local vs. corporate; maintain neighborhood diversity (displacement issues) – **2 votes**
- More cultural/community programming – **1 vote**
- Better dining experiences for both tourists and residents – **1 vote**
- More affordable housing – **1 vote**
- Prevention strategy/center for poverty relief, homelessness, and mental health

- Curate the Hollywood experience (marketing; packaging)
- Improve cleanliness
- Public art (murals, pop-ups, interactive experiences)

HPOA's Role (next 5 years)

- Help all stakeholders strengthen our collective voice (including business owners and others who feel they don't have a platform)
- Support Discover Hollywood to help spread the positive word about the area
- Platform for different interest groups to come together – cohesive voice
- Communicate what the BID is and does
- Make the BID's street level presence known
- Coordinate/delineate roles between partners
 - Neighborhood councils
 - Chamber
 - City Council
 - BID
- Be an ambassador to welcome new owners; help new businesses/developments understand the culture and legacy of Hollywood
- Help us to better understand the district (who is in the district, what is in the district) by collecting and sharing data

D. ONLINE SURVEY RESULTS

HOLLYWOOD ENTERTAINMENT DISTRICT (HED) SURVEY SUMMARY



This online survey was developed to help identify priorities and improvements for Hollywood over the next five years and will inform the Hollywood Property Owners Alliance (HPOA) strategic plan for the Hollywood Entertainment District property-based improvement district (HED). The survey ran from June 10th, 2019 to July 8th, 2019, and collected **829 responses**.

KEY FINDINGS

Hollywood Today

- Perceptions of whether safety in Hollywood has improved over worsened over the past three years is mixed; 50% of respondents said it was “much worse” or “worse”, 25% said it was “much better” or “better”, and 25% said “no change” or “don’t know”.
- Based on a 1-to-5 scale, with 1 being “very unsafe” and 5 being “very safe”, the **average score for safety in Hollywood today is a 2.7**.
- Perceptions of whether cleanliness in Hollywood has improved over worsened over the past three years is clearer; 60% of respondents said it was “much worse” or “worse”, 20% said it was “much better” or “better” and 20% said “no change” or “don’t know”.
- Based on a 1-to-5 scale, with 1 being “very dirty” and 5 being “very clean”, the **average score for cleanliness in Hollywood today is a 2.0**.
- When asked why respondents selected the answer they did, the most frequent response involved a mention of Hollywood’s homeless community. As it relates to safety, respondents cited aggressive behaviors and mental instability as factors making them feel unsafe. As it relates to cleanliness, respondents often mentioned encampments, trash, and the smell of urine.
- Older respondents were generally more likely than younger respondents to say that cleanliness and safety had gotten “much worse”.
- Visitors to Hollywood for either work or personal reasons were less likely than other groups to say that cleanliness and safety had gotten “much worse”. Business owners were the most likely to say safety and cleanliness had gotten “much worse”.

Hollywood in the Future

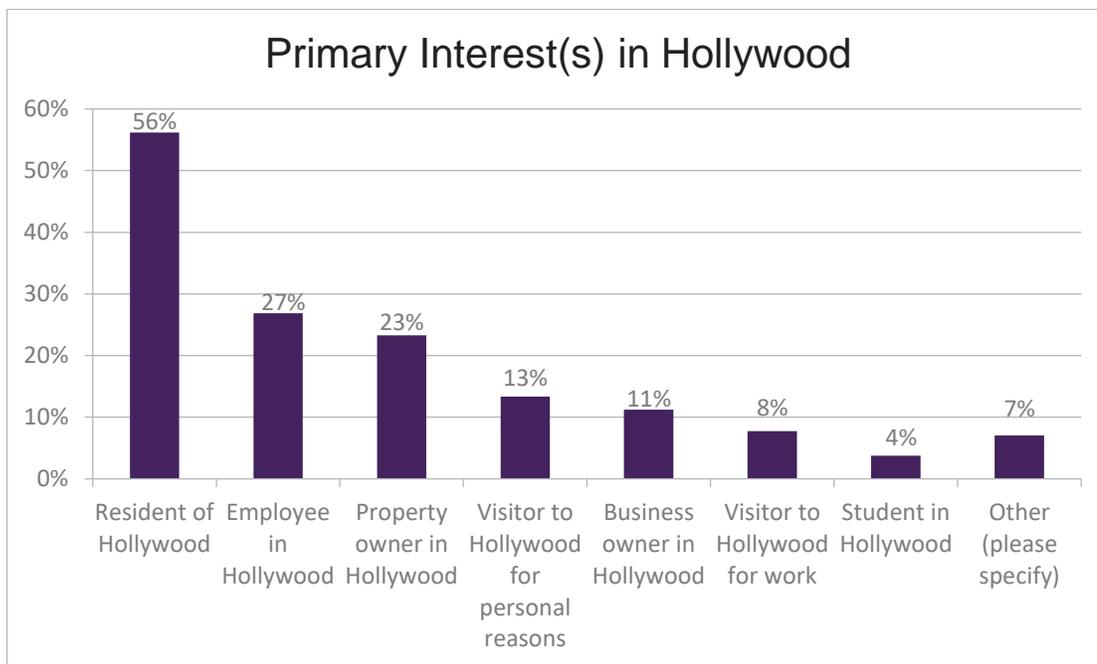
- When asked about the importance of a variety of action items for the future, the majority of respondents said the following were “Very Important”:
 - Increase services for people experiencing homelessness (e.g. mental health services, housing) – 83%
 - Improve safety with a focus on reducing criminal activities – 79%
 - Improve cleanliness and maintenance – 67%

- Reduce/contain disruptive street behaviors – 63%
- Coordinate with partners (e.g. Hollywood Chamber, City, Neighborhood Councils) on a vision/plan for the area – 54%
- Beautification and activation of public spaces (e.g. public art, plantings, lighting) – 51%
- Add more green spaces e.g. tree canopy, parklets, pet relief areas) – 51%
- There was clear consensus around top priority actions for Hollywood. When asked to select the ONE most important action, 68% of survey respondents selected one of the following three actions:
 - Increase services for people experiencing homelessness (e.g. mental health services, housing) – **32%**
 - Improve safety with a focus on reducing criminal activities – **19%**
 - Improve cleanliness and maintenance – **17%**

SURVEY RESPONDENT CHARACTERISTICS

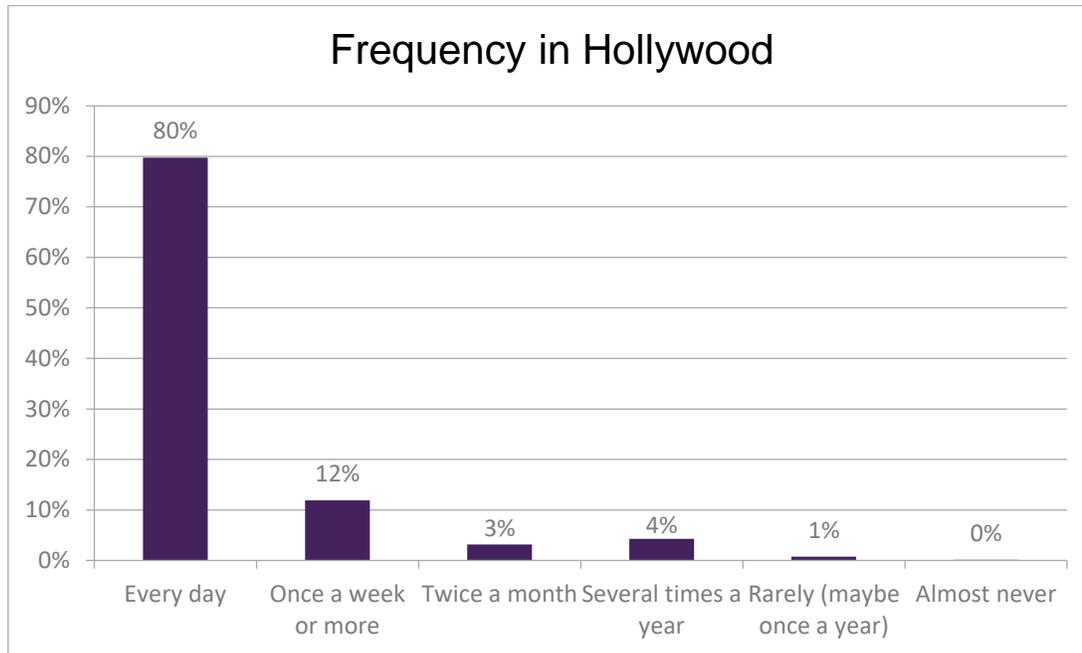
Which of the following BEST characterizes your primary interest(s) in Hollywood? (Choose all that apply)

The survey was able to capture perspectives from a wide range of stakeholder types, with particularly strong representation from Hollywood’s residential community.



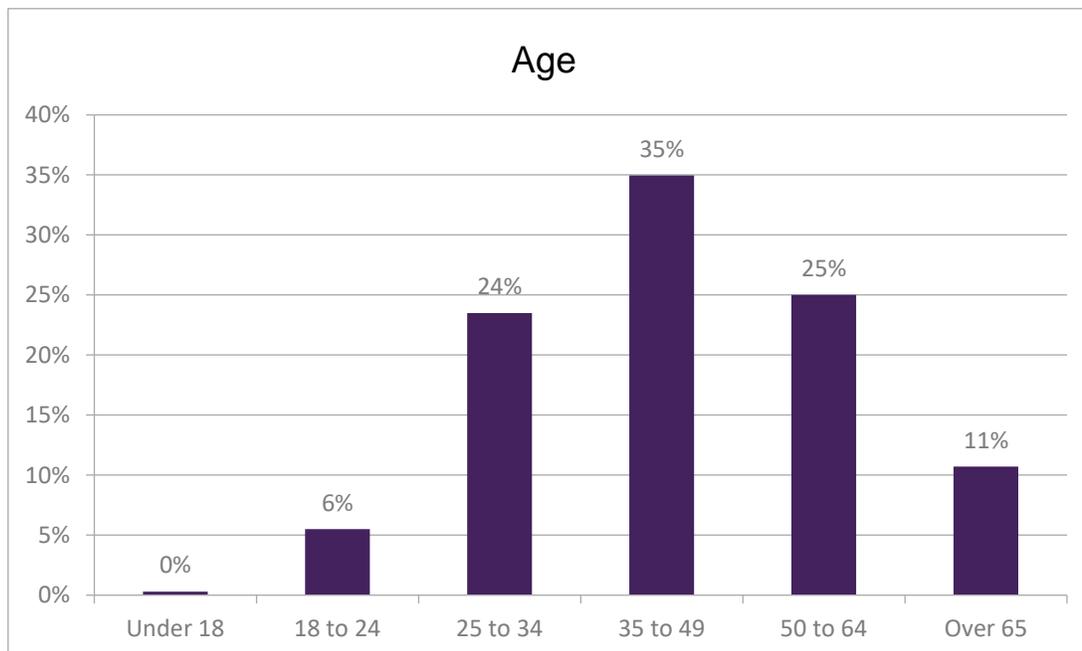
Approximately how often are you in Hollywood?

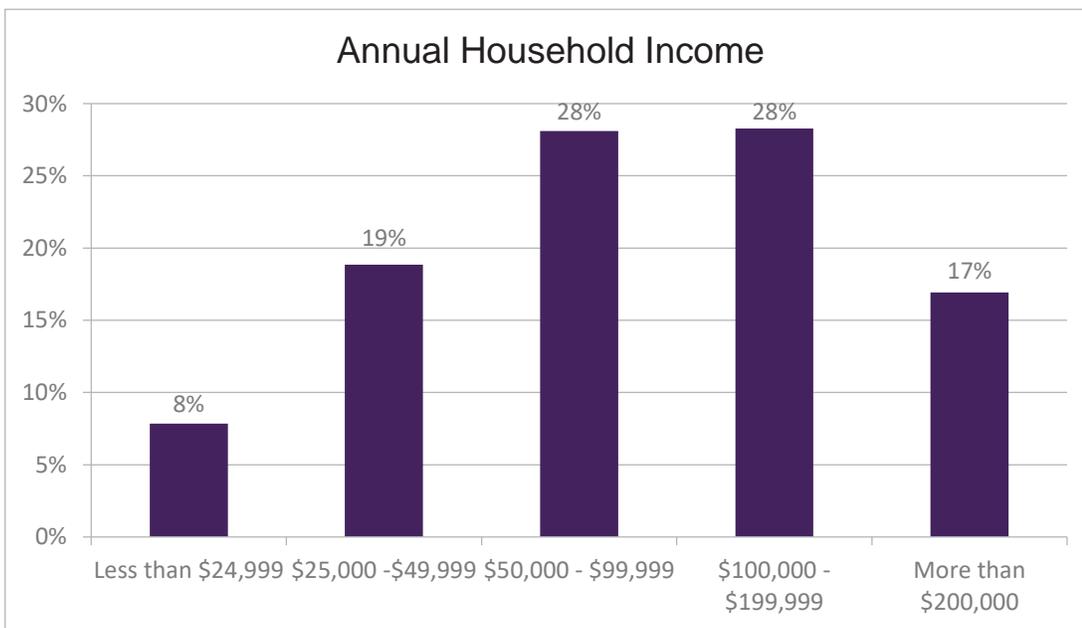
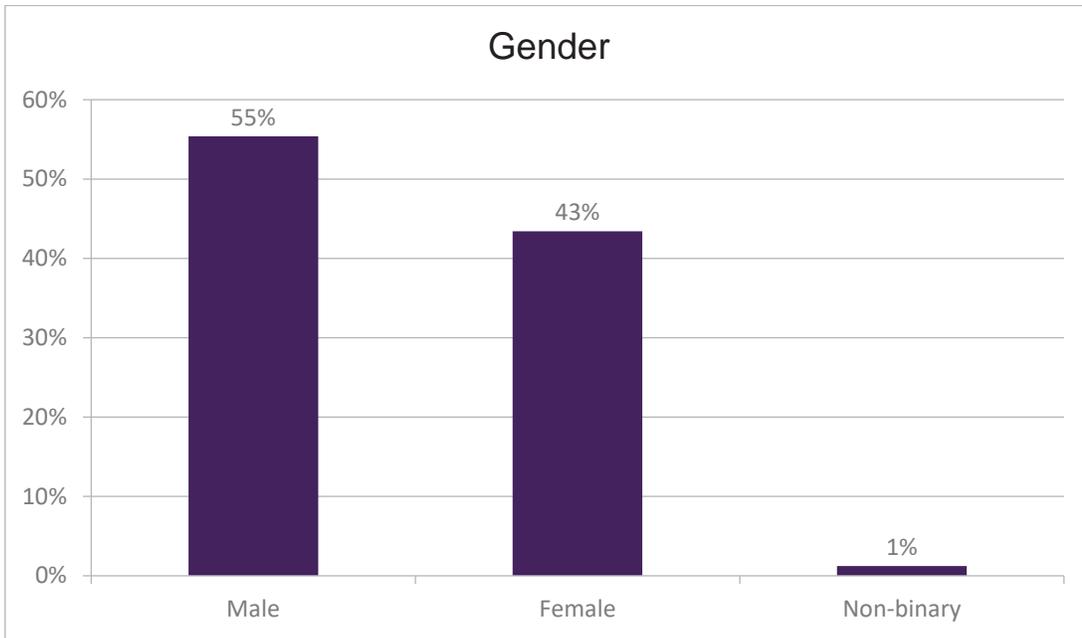
The survey reached people with frequent Hollywood experience, with the large majority saying they are in Hollywood every day.



Demographics (Optional)

The survey reached representatives from different income levels, ages, and genders. The demographics resemble those in the Hollywood neighborhood; although proportionately fewer young people (under age 24) responded to the survey and respondents skewed toward a higher income profile.



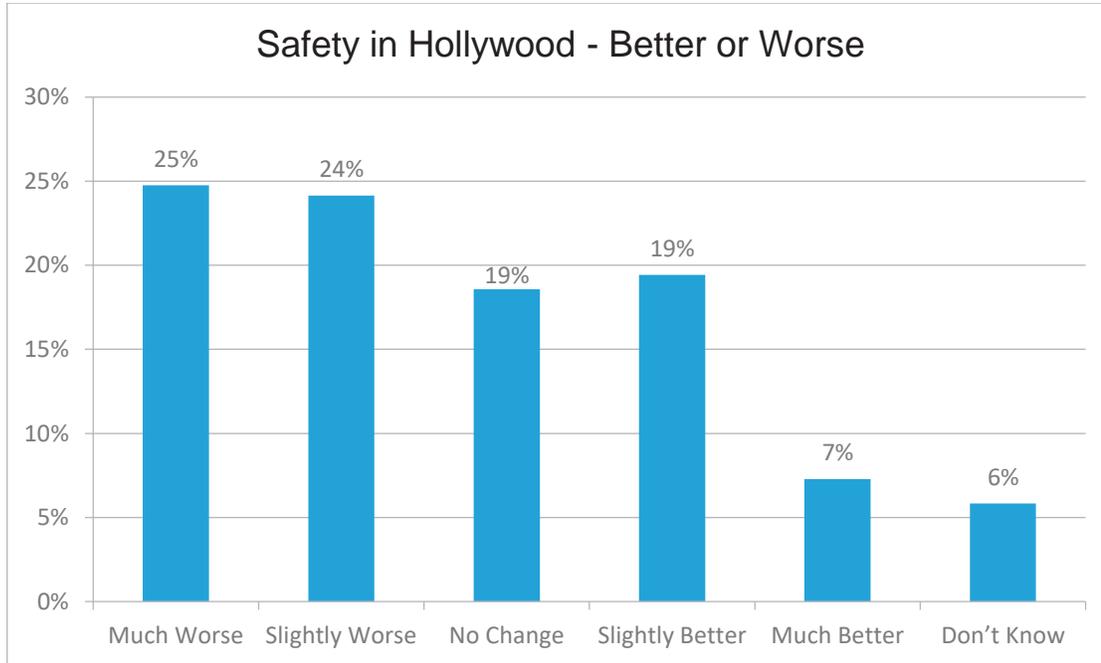


HOLLYWOOD TODAY

Safety in Hollywood Today

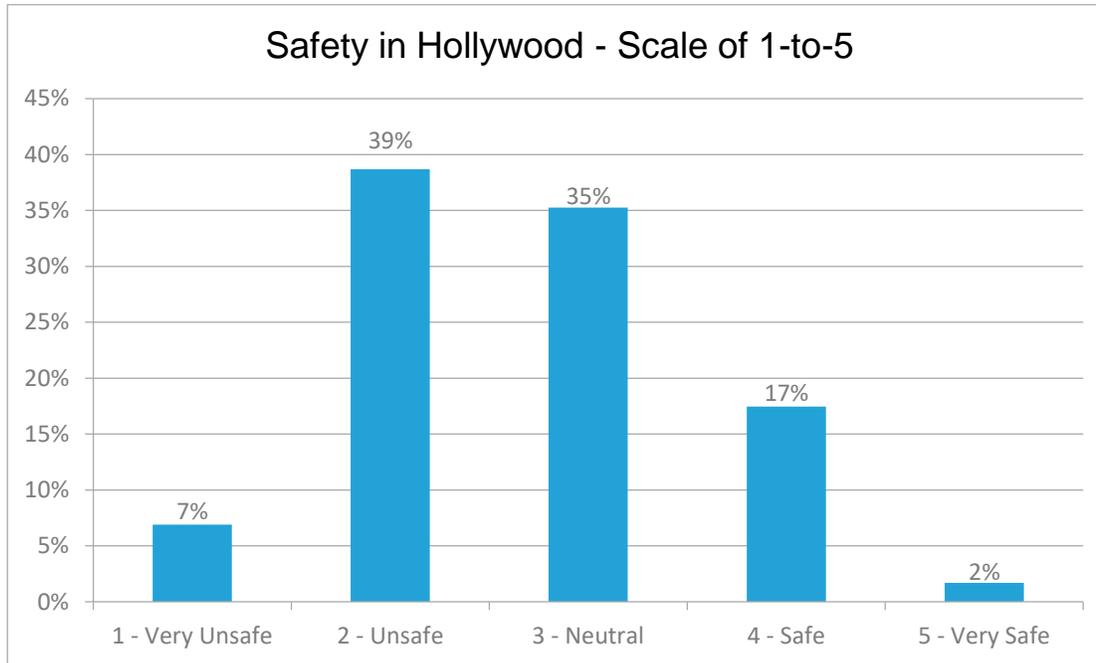
Has safety in Hollywood improved or worsened over the past three years? (Choose one)

Answers to this question were varied but weighted more heavily toward safety worsening in Hollywood over the last three years. Nearly 50% of respondents said that safety was “much worse” or “slightly worse”, whereas approximately 25% of respondents stated that it was “slightly better” or “much better”.



On a scale of 1-to-5, how would you rate safety in Hollywood today? (Choose one)

Based on a 1-to-5 scale, with 1 being “very unsafe” and 5 being “very safe”, the **average score for safety in Hollywood today is a 2.7**, indicating a perception that Hollywood is “unsafe”.



Respondents were asked **why** they selected the response they did. Common themes were:

“Very Unsafe” and “Unsafe”

- The homeless, in particular, respondents mentioned aggressive behaviors, verbal harrassment, mental instability, and the presence of encampments as contributing factors to feeling unsafe in Hollywood.
- The chaotic experience of walking Hollywood Blvd. including aggressive panhandling, street vendors selling questionable products, and scooters and bikes proliferating on sidewalks.
- A lack of visible police presence, and police not doing enough to ensure safety.
- Non-violent crimes, such as theft and vandalism; as well as violent crimes like mugging.
- Feeling safe during the day but not at night when nightlife picks up.

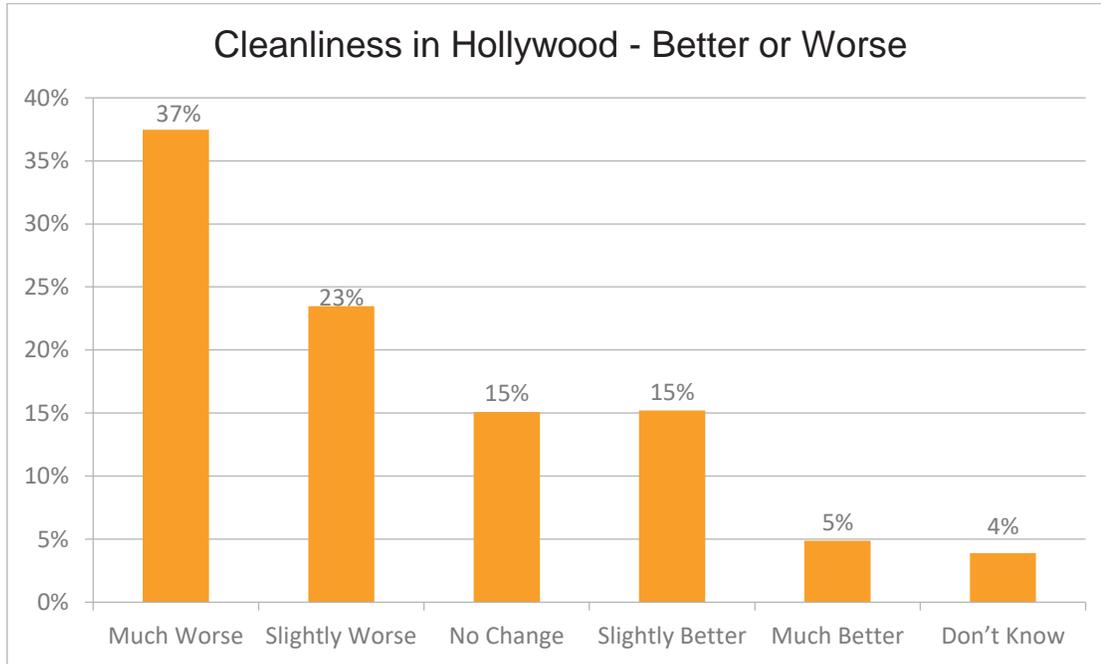
“Very Safe” and “Safe”

- Never personally experiencing any crime or safety incidents in Hollywood.
- Added police presence and more security at metro stations.
- Some areas of Hollywood feel safer than others, it depends where you are.
- Safety has improved since ten years ago.

Cleanliness in Hollywood Today

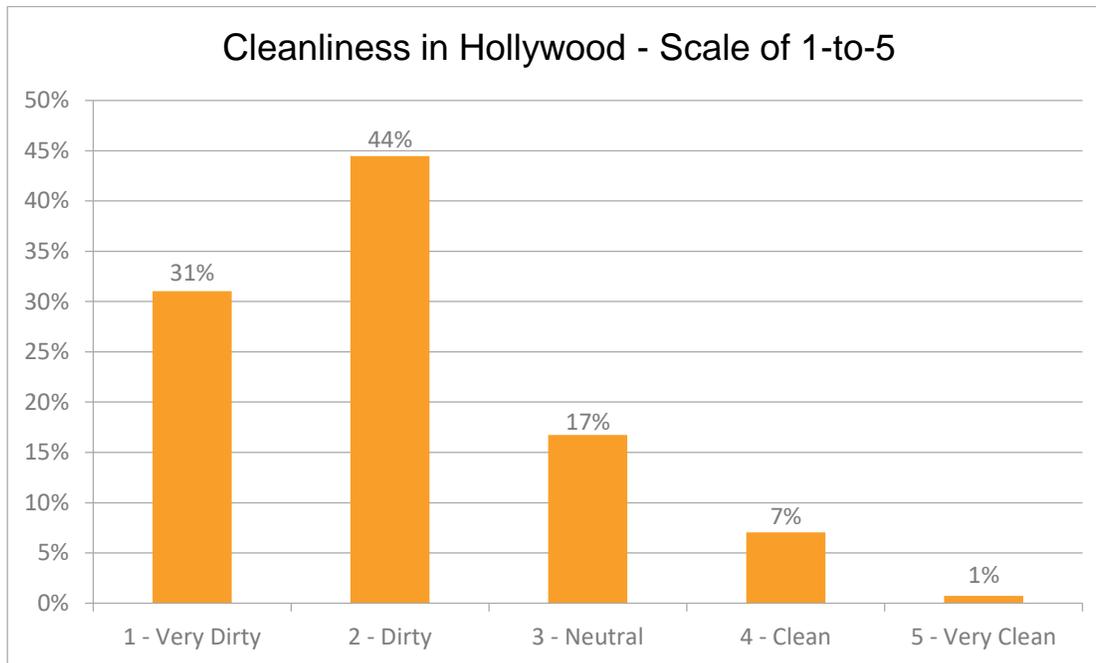
Has cleanliness in Hollywood improved or worsened over the past three years? (Choose one).

Responses to this question indicated cleanliness Hollywood has worsened over the past three years. Nearly 40% of respondents said cleanliness is “much worse” and another 23% said it is “slightly worse”. Few respondents, only 5%, thought it was “much better”.



On a scale of 1-to-5, how would you rate cleanliness in Hollywood today? (Choose one)

Based on a 1-to-5 scale, with 1 being “very dirty” and 5 being “very clean”, the **average score for cleanliness in Hollywood today is a 2.0**, indicating a perception that Hollywood is “dirty”.



Respondents were asked **why** they selected the response they did. Common themes were:

“Very Dirty” and “Dirty”

- Homelessness and many mentions of encampments, trash, and the smell of urine.
- Sidewalks are physically dirty and littered with trash from tourists and others.
- Unsanitary conditions including human (and animal) feces and needles found on sidewalks and alleyways.

“Very Clean” and “Clean”

- Hollywood is clean, at least in parts.
- An effort has been made to make it cleaner over the past few years.

To achieve your vision for Hollywood, which of the following actions will be important?

Respondents were asked to rate a series of actions as either “Very Important”, “Important”, “Somewhat Important”, “Not Important” or “Don’t Know”. The chart below is sorted according to the action’s importance. The top five actions considered “Very Important” were services for the homeless population (83%), improved cleanliness (79%), improved safety (67%); reduced disruptive street behaviors (63%), and coordination with partners (54%).

	Very Important	Important	Somewhat Important	Not Important	Don't Know
Increase services for people experiencing homelessness (e.g. mental health services, housing)	83%	10%	4%	2%	2%
Improve cleanliness and maintenance	79%	16%	4%	1%	0%
Improve safety with a focus on reducing criminal activities	67%	21%	10%	2%	0%
Reduce/contain disruptive street behaviors	63%	22%	11%	4%	1%
Coordinate with partners (e.g. Hollywood Chamber, City, Neighborhood Councils) on a vision/plan for the area	54%	29%	12%	3%	2%
Beautification and activation of public spaces (e.g. public art, plantings, lighting)	51%	29%	14%	5%	1%
Add more green spaces (e.g. tree canopy, parklets, pet relief areas)	51%	24%	17%	8%	0%
Advocacy to influence policies and attract resources for the District	48%	33%	14%	3%	2%
Enhance mobility options beyond cars	45%	27%	17%	9%	2%
Recruit new businesses; fill vacancies	44%	30%	17%	7%	2%
Improve the parking experience for visitors and locals	42%	26%	20%	11%	1%
Add public restrooms	39%	25%	21%	12%	2%
Create more community events	26%	26%	26%	20%	2%

Respondents were also able to select “Other”. Commonly cited “**Other**” actions included:

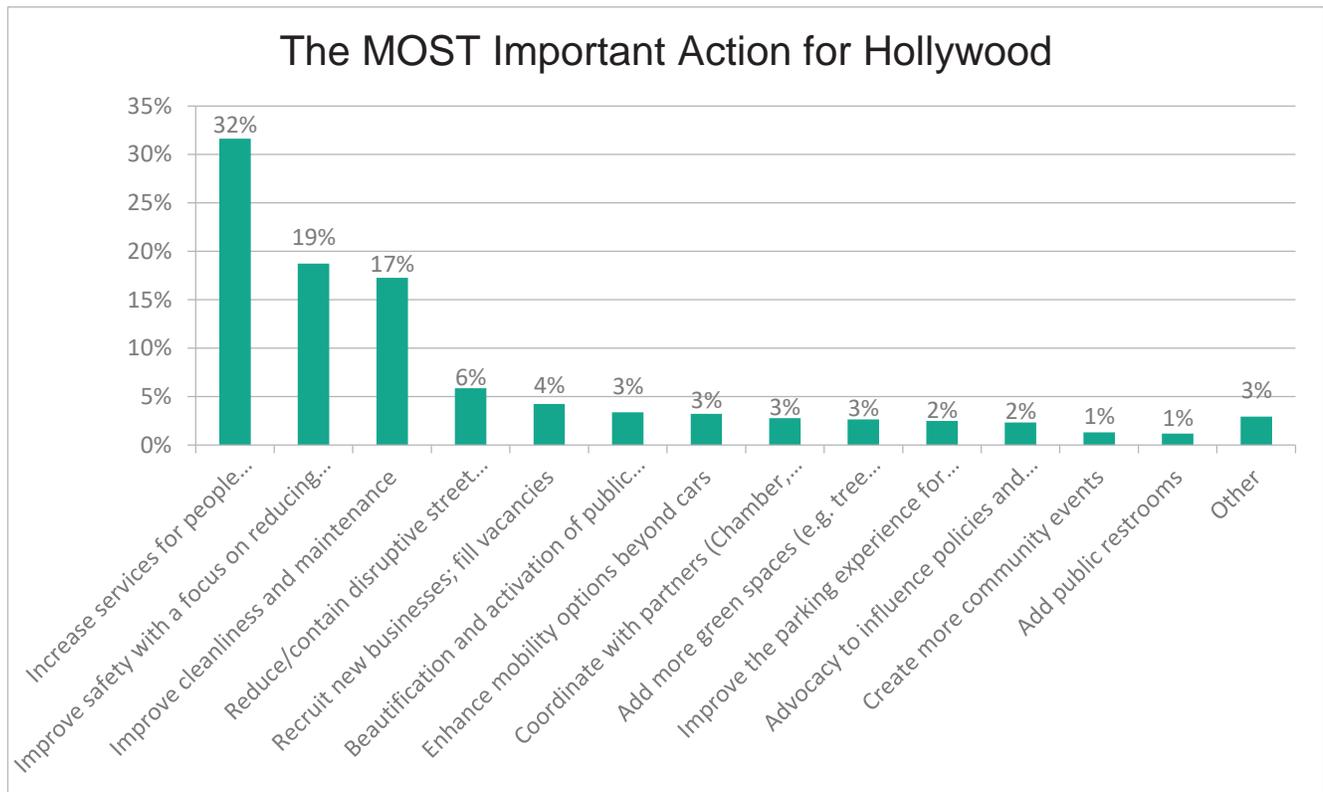
- Regulate scooters; keep them off of sidewalks
- Help preserve affordability (concern about increasing real estate prices, gentrification)
- Better manage the traffic flow
- Include more art
- Have fewer tourist/souvenir shops

To achieve your vision for Hollywood, which one action is the MOST important?

To assist in priority setting, respondents were asked to select ONE action from the preceding question answer choices. Consistent with the ranking of importance from the previous question, the three actions respondents chose as being MOST important were:

- Increase services for people experiencing homelessness (e.g. mental health services, housing) (32%)
- Improve safety with a focus on reducing criminal activities (19%)
- Improve cleanliness and maintenance (17%)

Collectively, these three actions received 68% of all responses. Based on P.U.M.A.’s experience conducting similar surveys with BIDs across the country, it is unusual to have such strong consensus around top priorities.



CROSS TABULATION BY INTEREST(S) IN HOLLYWOOD

The survey results were cross tabulated by interest(s) in Hollywood to see if responses differed based on how the respondent relates to Hollywood. The results were cross tabulated by Hollywood property owners, business owners, employees, residents, students, and visitors for work and visitors for personal reasons.

Hollywood Today

Has Safety in Hollywood improved or worsened over the past three years?

Respondents, based on their interest in Hollywood, had different perceptions as to whether safety had improved or worsened in the past three years. Business owners were the most likely to say safety is “much worse”, with 38% selecting this response. Property owners and employees had a more mixed responses with about a quarter of respondents saying safety was “slightly worse” and a quarter saying safety was “slightly better”. Visitors to Hollywood, for both work and personal reasons, skewed slightly more positive.

Interest(s) in Hollywood	Much Worse	Slightly Worse	No Change	Slightly Better	Much Better	Don't Know
Property owner	29%	27%	14%	25%	4%	2%
Business owner	38%	28%	15%	8%	6%	4%
Employee	26%	24%	18%	21%	5%	5%
Resident	28%	24%	19%	19%	6%	5%
Student	23%	23%	15%	15%	0%	23%
Visitor for work	15%	19%	30%	24%	7%	6%
Visitor for personal reasons	20%	15%	24%	27%	8%	5%

Has Cleanliness in Hollywood improved or worsened over the past three years?

Regardless of respondents' interest in Hollywood, the majority of each group thought cleanliness in Hollywood had become “much worse” or “slightly worse” over the past three years. Property owners, business owners, and students were the most likely to say that cleanliness has become “much worse”, with 46%, 47%, and 46% respectively selecting this answer choice. Visitors to Hollywood for work or personal reasons were more likely than the other groups to say cleanliness had become either “slightly better” or “much better”.

Interest(s) in Hollywood	Much Worse	Slightly Worse	No Change	Slightly Better	Much Better	Don't Know
Property owner	46%	25%	10%	15%	2%	2%
Business owner	47%	22%	6%	18%	5%	1%
Employee	30%	28%	16%	19%	4%	4%
Resident	40%	23%	16%	14%	3%	4%
Student	46%	15%	19%	15%	0%	4%
Visitor for work	24%	33%	15%	20%	6%	2%
Visitor for personal reasons	31%	20%	13%	25%	9%	2%

Hollywood in the Future

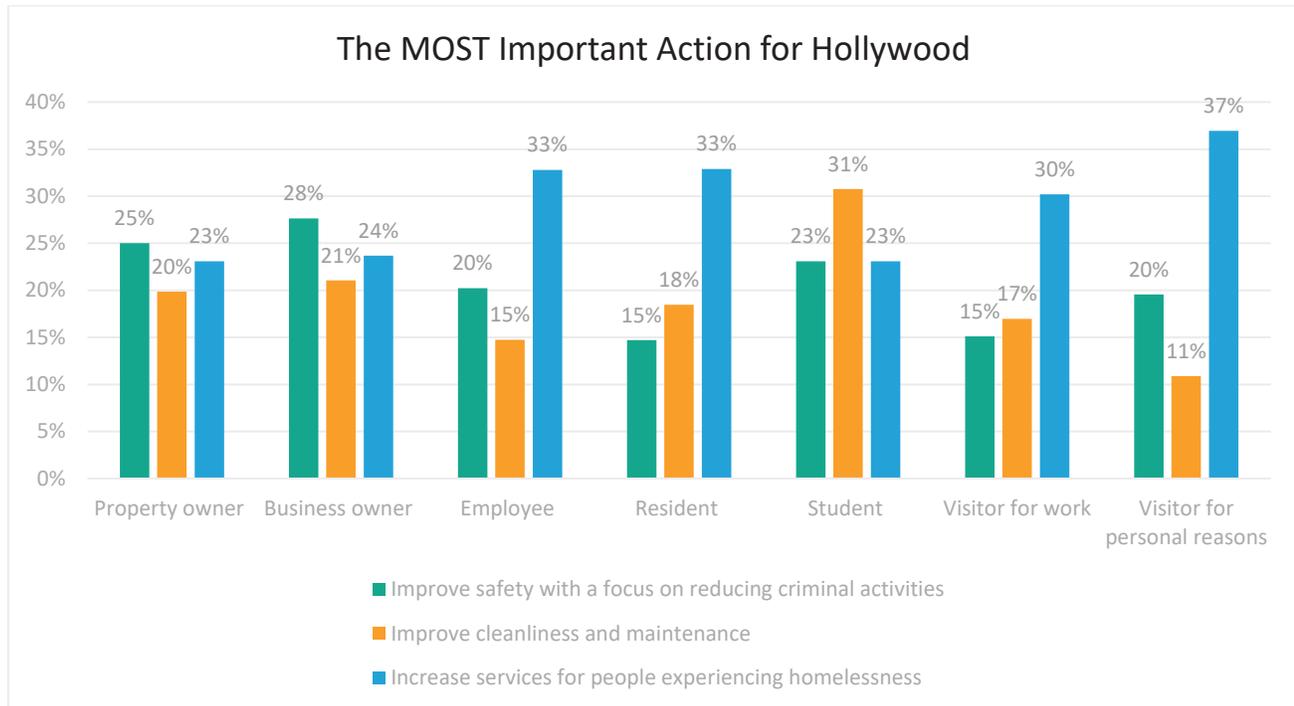
To achieve your vision for Hollywood, which of the following actions will be important?

The chart below shows the percentage of respondents that selected an action as “Very Important”, according to respondents’ interest in Hollywood. The majority of each group said improving safety, improving cleanliness, increasing services for the homeless, and reducing disruptive street behaviors were “Very Important”. Actions with the greatest variation based on respondents’ interest in Hollywood were: adding public restrooms, adding more green spaces, and beautification of public spaces. A large majority of students (69%) said adding green spaces was “Very Important” compared to 51% of survey respondents overall. The group most inclined to think adding public restrooms was “Very Important” was visitors to Hollywood for personal reasons (55%), compared to only 23% of property owners. Additionally, 63% of visitors to Hollywood for work thought it was very important to beautify and activate public spaces compared to 51% of survey respondents overall.

Actions	“Very Important”					Visitor for work	Visitor for personal reasons
	Property Owner	Business Owner	Employee	Resident	Student		
Improve safety with a focus on reducing criminal activities	68%	78%	66%	64%	69%	72%	68%
Improve cleanliness and maintenance	84%	86%	78%	79%	88%	70%	73%
Increase services for people experiencing homelessness (e.g. mental health services, housing)	73%	81%	87%	84%	85%	85%	83%
Reduce/contain disruptive street behaviors	60%	71%	60%	61%	65%	63%	60%
Add more green spaces (e.g. tree canopy, parklets, pet relief areas) -24	46%	45%	45%	51%	69%	55%	49%
Coordinate with partners (e.g. Hollywood Chamber, City, Neighborhood Councils) on a vision/plan for the area	50%	60%	55%	54%	50%	65%	52%
Advocacy to influence policies and attract resources for the District	43%	50%	54%	43%	46%	56%	45%
Enhance mobility options beyond cars	38%	48%	49%	44%	46%	52%	46%
Create more community events	23%	28%	35%	23%	19%	33%	32%
Add public restrooms -32	23%	37%	51%	35%	42%	42%	55%
Improve the parking experience for visitors and locals	31%	38%	42%	43%	42%	43%	43%
Beautification and activation of public spaces (e.g. public art, plantings, lighting) -18	45%	50%	53%	49%	54%	63%	54%
Recruit new businesses; fill vacancies	39%	55%	43%	41%	35%	51%	48%

To achieve your vision for Hollywood, which one action is the MOST important?

Regardless of respondents' interest in Hollywood, the top three actions selected as MOST important, were the same. However, there were nuances among each group as to how these actions were ranked. Property and business owners most often selected improving safety as their one most important action, with 25% and 28% respectively. Employees, residents and visitors for work and personal reasons most often selected increasing services for the homeless, with 33%, 33%, 30%, and 37% respectively. Students were the one group that said improving cleaning was their most important action for Hollywood, with 31%.



CROSS TABULATION BY AGE

The survey results were cross tabulated by age to see if responses differed based on the age of the respondent. The results were cross tabulated by ages 18-to-24, 25-to-34, 35-to-49, 50-to-64, and over 65. There were not enough respondents under the age of 18 to be included in the analysis.

Hollywood Today

Has Safety in Hollywood improved or worsened over the past three years?

Respondents, based on their age, had different perceptions as to whether safety had improved or worsened in Hollywood in the past three years. In general, older respondents were more likely to say safety has worsened than younger respondents. Respondents age 50-to-64 were the most likely to say safety was “much worse” or “worse”, with nearly 60% selecting one of these two answer choices. Conversely, respondents ages 18-to-24 were the least likely to say safety had gotten worse, with 38% selecting one of these two answer choices.

AGE	Much Worse	Slightly Worse	No Change	Slightly Better	Much Better	Don't Know
18-to-24	16%	22%	22%	16%	5%	19%
25-to-34	18%	26%	22%	22%	5%	8%
35-to-49	26%	23%	20%	20%	6%	4%
50-to-64	34%	25%	16%	15%	8%	2%
Over 65	32%	23%	13%	20%	10%	3%

Has Cleanliness in Hollywood improved or worsened over the past three years?

Respondents, based on their age, had different perceptions over the extent to which cleanliness had improved or worsened in Hollywood in the past three years. Older respondents were more likely than younger respondents to say cleanliness was “much worse”, although the majority of each age group said cleanliness was either “much worse” or “slightly worse”.

AGE	Much Worse	Slightly Worse	No Change	Slightly Better	Much Better	Don't Know
18-to-24	24%	30%	19%	14%	3%	11%
25-to-34	32%	22%	16%	16%	5%	8%
35-to-49	39%	25%	15%	14%	4%	3%
50-to-64	43%	21%	14%	16%	5%	0%
Over 65	42%	25%	8%	15%	6%	3%

Hollywood in the Future

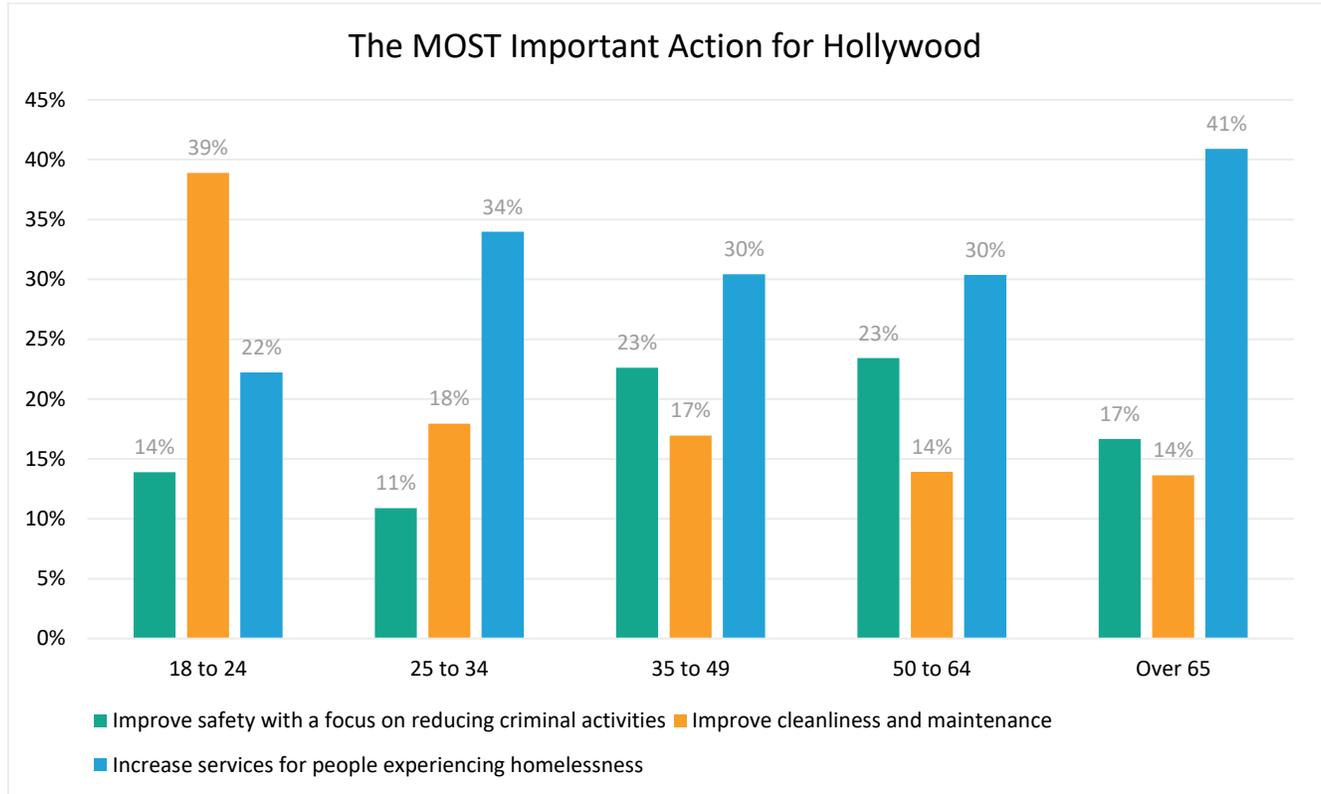
To achieve your vision for Hollywood, which of the following actions will be important?

The chart below shows the percentage of respondents that selected an action as “Very Important, segmented by the respondents’ age. The majority of each age group said improving safety, improving cleanliness, increasing services for the homeless, and reducing disruptive street behaviors were “Very Important”. Actions with the greatest variation based on respondents age were: beautification and activation of public spaces, enhancing mobility, adding more green spaces, and adding public restrooms. In general, younger respondents (under age 34) were more likely than older respondents to list actions as “Very Important”.

Actions	“Very Important”				
	18-to-24	25-to-34	35-to-49	50-to-64	Over 65
Improve safety with a focus on reducing criminal activities	76%	64%	61%	74%	65%
Improve cleanliness and maintenance	86%	74%	79%	82%	73%
Increase services for people experiencing homelessness (e.g. mental health services, housing)	78%	89%	85%	77%	75%
Reduce/contain disruptive street behaviors	65%	58%	61%	65%	64%
Add more green spaces (e.g. tree canopy, parklets, pet relief areas)	65%	57%	46%	47%	44%
Coordinate with partners (e.g. Hollywood Chamber, City, Neighborhood Councils) on a vision/plan for the area	57%	59%	48%	58%	56%
Advocacy to influence policies and attract resources for the District	41%	53%	43%	51%	46%
Enhance mobility options beyond cars	59%	56%	40%	41%	37%
Create more community events	30%	37%	24%	22%	19%
Add public restrooms	49%	49%	36%	40%	28%
Improve the parking experience for visitors and locals	54%	49%	38%	38%	40%
Beautification and activation of public spaces (e.g. public art, plantings, lighting)	70%	58%	46%	51%	41%
Recruit new businesses; fill vacancies	43%	46%	44%	42%	39%

To achieve your vision for Hollywood, which one action is the MOST important?

All age groups had the same top three responses when asked to select the one MOST important action for Hollywood. However, there are nuances among each group as to which of the three was the most important. Younger respondents, ages 18-to-24 most often selected improving cleanliness as the most important action for Hollywood, with 39%. Respondents over the age of 25, all selected increasing services for the homeless as the most important action, especially respondents over age 65, where 41% selected this answer choice.





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