



**800 Mission Avenue in San Rafael, California: Senior Living Facility  
An Economic Brief for Aegis Living**

**August 2021**

## Executive Summary

800 Mission Avenue is a 103-unit, 105-bed assisted living facility (ALF) recently approved by the San Rafael Planning Commission. The ALF proposes to have 86 daily employees, daily visitors for the residents and visitors for professional reasons. This report clarifies the positive difference in potential economic impacts to San Rafael as a result of this ALF being built and operated versus a 36-unit, multi-family complex (example used here is 20 one-bedroom apartments and 16 two-bedroom apartments) as was previously approved on the site.

Comparing construction impacts:

- The ALF is 2.4 times the multi-family impacts on business revenues; and
- 2.1 times on jobs supported and state and local taxes.

Once the residents arrive and the ALF business operations begin:

- ***The ALF is 5.7 times the business revenues in year one; by year 5 the ALF is 7.3 times;***
- *8 times the jobs supported initially and through year 5; and*
- *4.1 times the state and local taxes than the multi-family land-use option, by year 5 the ALF is 5 times.*

The ALF's business revenue, employment and tax benefits for the City of San Rafael are all larger as land-use choice than the 36-unit multi-family complex option. Also, comparing the financial feasibility of the two projects suggests taking the ALF option over the multi-family option based on projected return on capital. The economic impacts come in five ways:

1. Construction Spending: \$41.2 million vs 18 million;
2. Operating revenues become worker salaries at the ALF: 86 FTE workers averaging \$65,000 per year vs 1 FTE worker at the multi-family complex at \$40,000 per year;
3. Impacts on San Rafael come from new residents, ALF staff and visitor spending;
4. Revenues to city: fees and sales tax revenues rise from ALF operations; and
5. Property taxes increase from transfer to new owners annually.

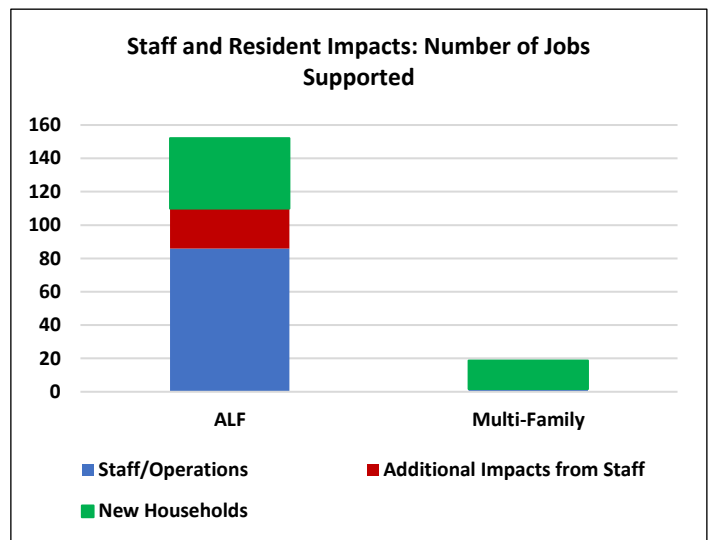
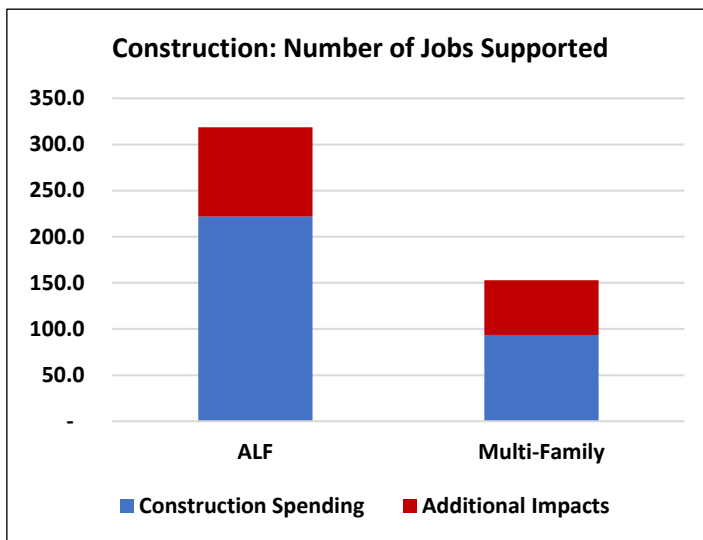
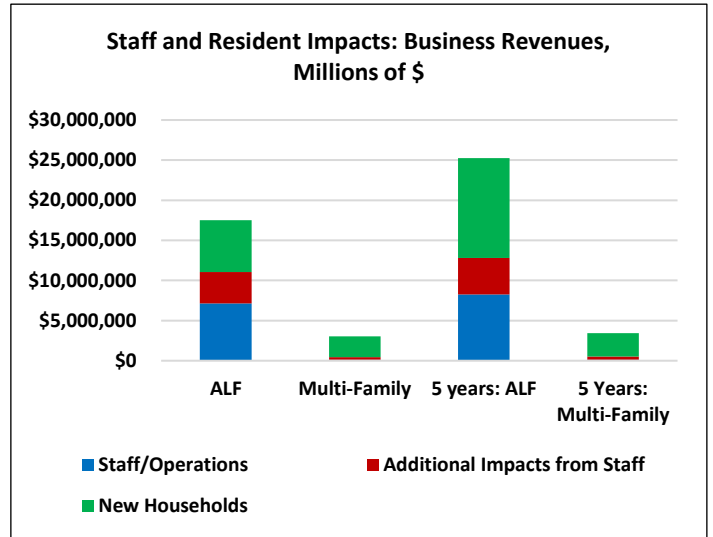
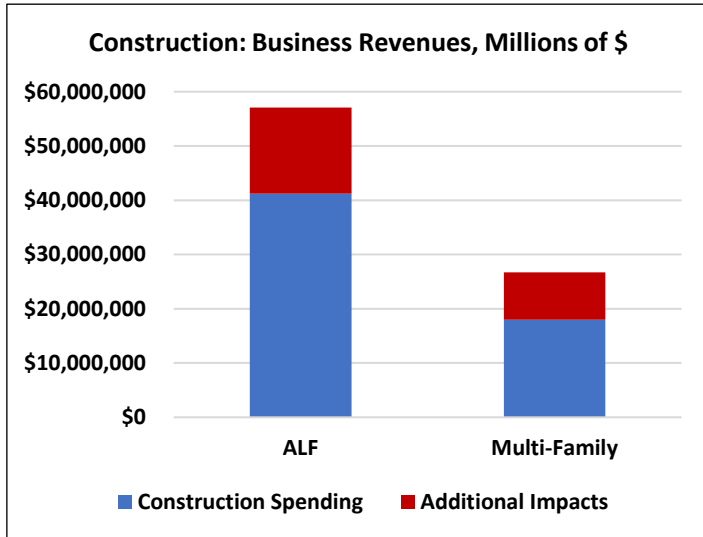
Below is a summary of the economic impacts by category shown in the report.

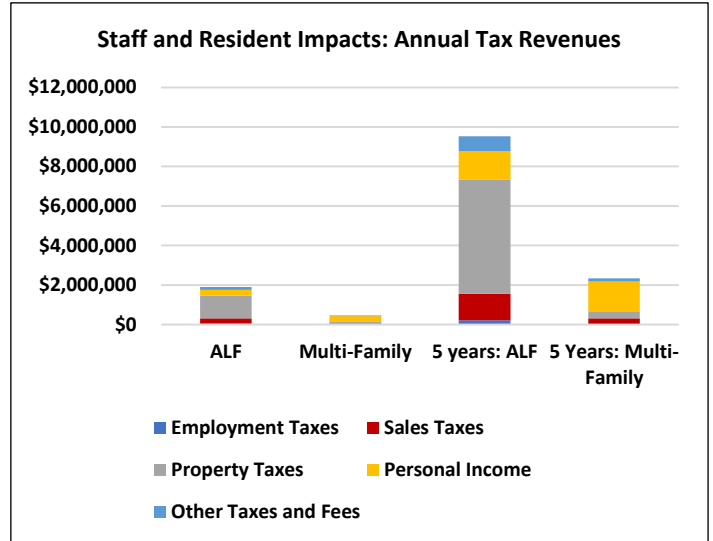
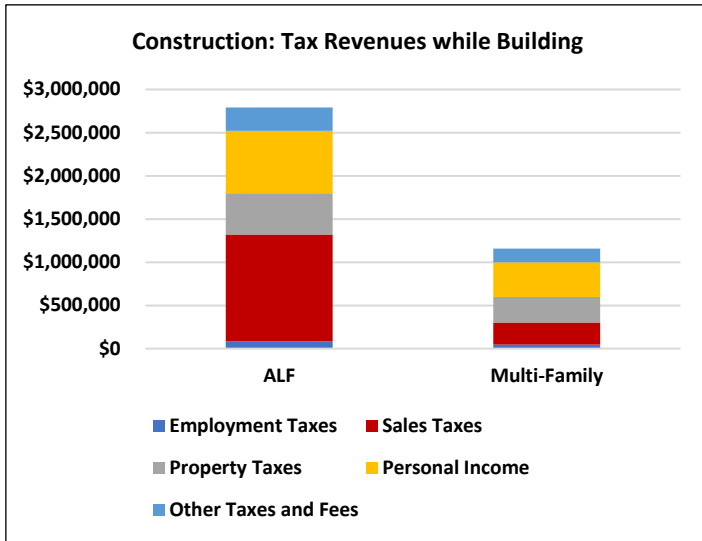
### *Summary Economic Impacts*

- **Construction Spending**
  - ALF: \$ 41.2 million of spending supports another \$15.9 million in business revenues, 318 jobs during construction and \$3.34 million in state and local taxes during construction.
  - Multi-Family: \$18 million of spending supports another \$8.7 million in business revenues, 152 jobs during construction and \$1.16 million in state and local taxes during construction.
- **Economic Benefits**
  - ALF
    - Spending by the 105 residents and 86 staff spending and working in San Rafael supports \$17.5 million in new, annual spending throughout San Rafael, which supports approximately 152 workers and \$1.9 million annually in new state and local tax revenues (including business and family visitor spending); and
    - These figures include new households coming into sold home by ALF residents in San Rafael, bringing larger incomes and tax bases to the city, increasing the economic impacts from the ALF residents and staff alone and compounding annually through turnover at the ALF.
  - Multi-Family
    - Spending by 62 residents support \$2.61 million in spending in San Rafael (including the residents' spending), supporting approximately 17 workers and \$196.600 annually in new state and local tax revenues; and

- One FTE workers support another 0.6 workers, \$287,000 and \$271,000 in annual, new business and state/local tax revenue (primarily property tax on land improvements) for the multi-family units.

The following figures provide a detailed comparison of each phase and set of impacts.





## Introduction

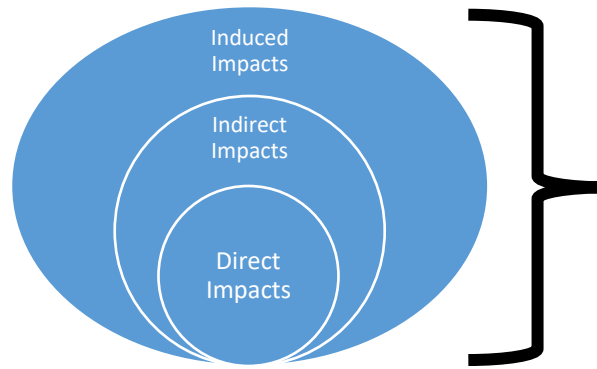
This report examines the economic impacts of a proposed, a 103-unit, 105-bed assisted living facility (ALF) for seniors at 800 Mission Avenue in San Rafael, California. This study was commissioned by Aegis Living. This report estimates the potential economic impacts to San Rafael from this ALF being built and operating versus a 36-unit, multi-family complex (with 20 one-bedroom apartments and 16 two-bedroom apartments). The economic impacts come in two stages with three sources:

- Stage 1, Construction: the ALF has a cost of \$41.2 million, while the 36-unit multi-family complex has an estimated cost of \$18 million in comparison;
- Stage 2, Operations and New Residents
  - ALF Residents: the ALF is estimated to have 103 units and up to 105 residents based on specific planning when at full capacity;
  - Residents of Homes Sold to Move to ALF: Approximately 45 percent of ALF residents turn over annually. Annually 90 percent of new residents due to turnover come from San Rafael, and sell a home locally to make the move to the ALF.
  - Home sales by new ALF residents that lived in San Rafael previously bring new households at larger income levels and rising property taxes to San Rafael by rising assessed property values, expanding the new residents' impacts;
  - Increases in city business revenues, tax revenues and supported jobs come with these new households annually and compound over time due to ALF turnover;
- Multi-Family Use Residents: Based on the current people per household in San Rafael of 2.47 (2020 estimates from [California Department of Finance](#)) for all city households, we assume 62 residents at full capacity for 36 multi-family units (1.5 people per one-bedroom unit and 2.0 people per two-bedroom unit) as the alternative to the ALF;
- Operations: On-site workers
  - The ALF has both living units and a workplace on-site with approximately 86 daily (seven days a week), full-time equivalent (FTE) workers; while
  - The multi-family alternative has one (1) FTE worker.

We see below that new residents and daily operations differences result in the ALF producing much higher economic activity than the multi-family, land-use option. In addition, visitors and their spending would likely be much higher from the ALF due to the ALF's residents predominately receiving visitors rather than traveling away from San Rafael.

*Basic Ideas: Economic Impacts*

There are broader effects of building and operating the ALF on San Rafael's economy concerning supported jobs, annual business revenues and new tax receipts. Economic impacts come in three stages, starting with the same way ripples come from throwing a rock into a still pond; the rock illustrates the ALF's operations, rippling out into the broader economy as additional economic impacts.



**Figure 1:  
Economic Impacts**

**Direct** effects come from the ALF's daily operations. **Indirect** effects come from vendor relationships becoming broader spending. For example, the ALF may purchase cleaning services from a company. This vendor spending supports some portion of the cleaning company's revenues and its employees. This indirect spending becomes **induced** effects, including the cleaning company's employees spending their wages on groceries, medical visits, restaurant meals, and various other industries that have nothing to do with the ALF. Figure 1 shows the multiplier effect of these rounds of new spending in theory.

**Direct Economic Impacts: Construction Spending**

Commercial real estate construction has a period of time where the economic impacts occur from building a facility before daily operations begin. The alternatives' estimated budgets are:

- ALF = \$ 41.2 million construction cost for 103 units (105 beds); or
- Multi-family units = \$18 million for 36 units.

The ALF is assumed to have more land improvements and thus a larger assessed property value after construction of these two alternatives. The IMPLAN® model has estimates of full-time equivalent employment levels on-site for both types of projects and also the overall tax and business revenues supported by the estimated construction spending above. Figures 2 to 4 provide the broader economic effects comparing the ALF alternative to the multi-family units. A glossary in the Appendix provides more explanations of the industry labels in the economic impact estimates.

**Figure 2: Employment Impacts, ALF and 36 Multi-Family Units, Full-Time Equivalents Supported**

Industry	Direct	Indirect	Induced	Total	Multi-Family
Construction	221.9	-	-	221.9	93.5
Wholesale trade	-	8.4	2.0	10.4	3.7
Architectural, engineering, and related services	-	3.8	0.4	4.2	1.9
Real estate	-	1.4	2.2	3.6	2.0
Full-service restaurants	-	0.5	3.1	3.6	1.7
Limited-service restaurants	-	0.1	2.8	2.9	1.5
Truck transportation	-	2.2	0.4	2.6	1.2
Individual and family services	-	-	2.3	2.3	1.1
Landscape and horticultural services	-	1.8	0.5	2.3	0.9
Offices of physicians	-	-	2.2	2.2	1.0
All Others	-	18.4	44.2	62.6	44.4
<b>Totals</b>	<b>221.9</b>	<b>36.6</b>	<b>60.1</b>	<b>318.6</b>	<b>152.9</b>

**Figure 3: Business Revenue Effects Annually, ALF and 36 Multi-Family Units Compared, 2021 Dollars**

Industry	Direct	Indirect	Induced	Total	Multi-Family
Construction	\$41,200,000	\$-	\$-	\$41,200,000	\$18,000,000
Wholesale trade	\$-	\$2,182,600	\$495,900	\$2,678,500	\$962,200
Owner-occupied dwellings	\$-	\$-	\$1,498,200	\$1,498,200	\$696,900
Real estate	\$-	\$358,700	\$504,800	\$863,500	\$460,900
Architectural and related services	\$-	\$638,500	\$47,300	\$685,800	\$314,700

Truck transportation	\$-	\$369,700	\$72,700	\$442,400	\$216,200
Limited-service restaurants	\$-	\$21,800	\$321,500	\$343,300	\$157,700
Offices of physicians	\$-	\$-	\$343,000	\$343,000	\$159,300
Insurance carriers	\$-	\$52,100	\$275,600	\$327,700	\$155,300
Legal services	\$-	\$146,100	\$144,400	\$290,500	\$128,600
All Others	\$-	\$3,023,700	\$5,389,500	\$8,413,200	\$5,480,700
<b>Totals</b>	<b>\$41,200,000</b>	<b>\$6,793,200</b>	<b>\$9,092,900</b>	<b>\$57,086,100</b>	<b>\$26,732,500</b>

**Figure 4: State/Local Tax Receipts Annually, ALF and 36 Multi-Family Units Compared, 2021 Dollars**

Tax	ALF	Multi-Family
Employment Taxes	\$100,100	\$45,300
Sales taxes (resident, staff, visitor spending)	\$1,483,200	\$255,000
Property taxes	\$570,600	\$297,900
Personal Income	\$862,900	\$400,300
Other Taxes and Fees	\$323,200	\$160,900
<b>Total State and Local taxes</b>	<b>\$3,340,000</b>	<b>\$1,159,400</b>

### Direct Economic Impacts: Spending Profiles Comparison

For the ALF, there are an estimated 105 residents versus 62 residents in the multi-family land-use alternative. To estimate economic impacts from net new households, we must estimate annual income levels for these new households. The ALF residents are assumed to be 65 years or older. For the multi-family unit residents, the ages could range from 0 to 100, most likely under 65 years of age at the median level. The Census' American Community Survey (ACS) provides data on median income levels for different age ranges in Marin County (see the ACS data at <http://data.census.gov> for more information) through 2019. From these incomes, taxes are collected and housing payments are made and some money is saved. The rest is considered household spending. Residents that come from outside San Rafael are considered "new".

Household spending only has an "induced" impact per Figure 1, with no ripple effects otherwise. Household spending only affects goods and services purchased, not produced. Also, there are no data on how many of these new households and residents are going to originate in San Rafael. This analysis assumes multi-

family residents are all new (i.e., the spending is 100 percent new spending for San Rafael). In contrast, only 55 percent of ALF residents are assumed to be from outside San Rafael; new families come to San Rafael and replace local seniors in homes these seniors sell to move to the ALF.

These new households have relatively large incomes to afford the median price of approximately \$1,431,000 (Zillow Research June 2021 median home prices) in San Rafael. Assuming a 20% down payment on the home purchase and 25 percent of their gross income being spent on mortgage principal, interest, property taxes, and insurance, the household income of new owners would be

approximately **\$158,700**. Their household spending creates more economic impacts. The IMPLAN® model estimates typical spending patterns in Marin County. Figures 5 through 7 show the estimated economic impacts

#### **Housing Turnover**

It is estimated that 45 percent of the 105 ALF beds will turnover annually, and 90 percent of new ALF residents in units that turn over come from local homeowners who sell a home to move on to a facility such as this ALF. Such changes add 46 new households to the city economy for an initial income increase of 46 x \$158,700 (median household income to purchase median price home) = \$7,300,200 annually. There is a net effect for the seniors moving from their current home in San Rafael to the ALF, as their local spending remains local and does not come from the outside. According to Aegis Living, assisted living facilities have an average stay of two years, which provides some stability and some turnover for seniors in San Rafael.

Additional, annual property tax revenue increases also come through rising, assessed property values due to these property transfers. Assuming the average property transferred had a property tax roll basis of 50 percent of its sales price (June 2021 median price use here is \$1,431,000), the average increase to city property tax revenues generated would be approximately \$293,000 annually over a 10-year period (\$267,700 in year 1 at 2021 median home prices, an original basis of \$850,000, and then escalating 2 percent per year as well as more home sales and assessment value augmentation). Over time, there are positive and compounding effects; these new households change the demography of homeowners to younger families and higher incomes in San Rafael.

from new household spending. The assumed income levels that trigger the household spending are as follows:

- For 105 ALF residents (each is considered a “household”) that are 65 and older, median income is \$82,836, becoming **\$8,697,780** annually from ALF;
  - 55 percent of this income is new to San Rafael annually because of the ALF or approximately **\$4,783,800** in new household income for San Rafael
  - 90 percent of the remaining 45 percent is leading to new households as a trade-off;
- The 46 new households entering housing units sold by seniors entering the ALF from San Rafael are assumed to have household incomes of \$158,700 x 46 = **\$7,300,200**; and
- The total new household spending from the ALF is approximately **\$12,789,400** in year 1 and escalates annually based on housing turnover;
- For the 36-unit multi-family complex as an alternative, the median income in Marin County is \$115,246 for the 36 new households on average, becoming approximately **\$4,148,900** annually of new income for San Rafael in contract to the ALF; and
- Over 5 years, housing turnover creates larger assessed property growth than the 3 percent assumed for multi-family unit households and senior households in the ALF alone.

After year 1, the household spending changes are net of the new households replacing seniors in newly-sold homes versus those same seniors moving to the ALF. We need to measure that change as “net” to avoid double counting. The turnover of residents and assumed transfer of real estate to larger income households and larger property tax levels accelerates the ALF’s positive effects on the city economy. What also differentiates the annual economic impacts of the ALF from a multi-family housing unit project is the number of daily workers. There is a reassessment of properties sold by new ALF residents, increasing property tax assessment values and tax revenue collected. Figures 5 through 7 provide these estimates.

**Figure 5: Employment Impacts, ALF and Replacement Households vs. 36 Multi-Family Units, Full-Time Equivalents Supported**

Industry	ALF	Multi-Family
Full-service restaurants	2.3	1.0
Limited-service restaurants	2.0	0.9
Individual and family services	1.7	0.7
Real estate	1.7	0.7
Offices of physicians	1.6	0.7
Wholesale trade	1.4	0.5
Retail - Food and beverage stores	1.2	0.5
Retail - General merchandise stores	1.0	0.4
Retail - Internet retailers	1.0	0.4
Home health care services	0.9	0.4
All Others	27.4	10.9
<b>Totals</b>	<b>42.2</b>	<b>17.1</b>

**Figure 6: Business Revenue Effects Annually, ALF and 36 Multi-Family Units Compared, 2021 Dollars**

Industry	Total	Multi-Family
Owner-occupied dwellings	\$960,800	\$778,600
Real estate	\$400,500	\$324,500
Wholesale trade	\$356,900	\$289,200
Offices of physicians	\$272,200	\$220,600
Limited-service restaurants	\$237,800	\$192,700
Insurance carriers	\$201,500	\$163,300
Other financial investment activities	\$180,700	\$146,300
Full-service restaurants	\$159,800	\$129,500
Local government	\$146,500	\$118,800
Hospitals	\$144,400	\$117,000
All Others	\$3,383,300	\$135,200
<b>Totals</b>	<b>\$6,444,400</b>	<b>\$2,615,700</b>

**Figure 7: State and Local Tax Receipts Annually, ALF and 36 Multi-Family Units Compared, 2021 Dollars**

<b>Tax</b>	<b>ALF</b>	<b>Multi-Family</b>
Employment Taxes	\$11,100	\$4,500
Sales taxes	\$145,500	\$58,400
Property taxes	\$328,100	\$67,400
Personal Income	\$95,300	\$38,600
Other Taxes and Fees	\$68,800	\$27,700
<b>Total State and Local taxes</b>	<b>\$648,800</b>	<b>\$196,600</b>

Those that live in the new units may not be the only people that come to downtown San Rafael and spend money. Visitors to the ALF are likely to be coming on a daily basis and taking their relatives or friends to downtown for meals or outings where spending money is part of that travel. Hotel stays may also increase; in the case of the multi-family units, visitors are also going to come. Figures 5 to 10 show clearly that the economic impacts of the ALF exceed the multi-family use option, primarily due to the ALF's on-site job creation and subsequent economic impacts.

### Direct Economic Impacts: ALF Staff Levels

The ALF acts like a multi-family complex and a service-providing business at the same time. The combination augments the economic impacts from this land-use choice versus a multi-family alternative alone. There are 86 workers on-site seven days a week. The skill sets and wage levels of these workers include professional healthcare providers as well as administrative staff. The totals are summarized in Figures 8 to 10. We assume one job for multi-family unit maintenance in the alternative use.

**Figure 8: Employment Impacts, ALF and 36 Multi-Family Units, Full-Time Equivalents Supported**

<b>Industry</b>	<b>Direct</b>	<b>Indirect</b>	<b>Induced</b>	<b>Total ALF</b>	<b>Multi-Family</b>
ALF Operations/Multi-family Complex Operations	86.0	0.0	0.2	86.2	1.0
Real estate	0.0	2.2	0.6	2.8	0
Full-service restaurants	0.0	0.2	0.7	0.9	0
Wholesale trade	0.0	0.4	0.5	0.9	0.05
Limited-service restaurants	0.0	0.1	0.7	0.8	0
Management consulting services	0.0	0.7	0.1	0.8	0
Individual and family services	0.0	0.0	0.6	0.6	0
All other food and drinking places	0.0	0.2	0.4	0.6	0
Accounting, bookkeeping, and payroll services	0.0	0.5	0.1	0.6	0
Offices of physicians	0.0	0.0	0.5	0.5	0
All Others	0.0	5.2	10.0	15.2	0.55
<b>Totals</b>	<b>86.0</b>	<b>9.5</b>	<b>14.4</b>	<b>109.9</b>	<b>1.6</b>

**Figure 9: Business Revenue Effects Annually, ALF and 36 Multi-Family Units Compared, 2021 Dollars**

<b>Industry</b>	<b>Direct</b>	<b>Indirect</b>	<b>Induced</b>	<b>Total ALF</b>	<b>Multi-Family</b>
ALF Operations/Multi-family Operations	\$7,143,000	\$-	\$21,200	\$7,164,200	\$0
Real estate	\$-	\$514,900	\$127,500	\$642,400	\$5,220
Owner-occupied dwellings	\$-	\$-	\$368,900	\$368,900	\$7,420
Wholesale trade	\$-	\$90,500	\$124,000	\$214,500	\$10,300
Insurance carriers	\$-	\$67,000	\$68,700	\$135,700	\$1,660
Management consulting services	\$-	\$91,500	\$11,100	\$102,600	\$840
Limited-service restaurants	\$-	\$13,600	\$80,300	\$93,900	\$1,700
Management of companies and enterprises	\$-	\$63,400	\$23,200	\$86,600	\$1,060
Offices of physicians	\$-	\$-	\$86,100	\$86,100	\$1,700
Local government	\$-	\$35,100	\$48,000	\$83,100	\$1,240
All Others	\$-	\$772,200	\$1,306,500	\$2,078,700	\$256,160
<b>Totals</b>	<b>\$7,143,000</b>	<b>\$1,648,200</b>	<b>\$2,265,500</b>	<b>\$11,056,700</b>	<b>\$287,300</b>



**Figure 10: State and Local Tax Receipts Annually, ALF and 36 Multi-Family Units, 2021 Dollars**

<b>Tax</b>	<b>ALF</b>	<b>Multi-Family</b>
Employment Taxes	\$31,100	\$480
Sales taxes	\$124,300	\$2,720
Property taxes*	\$827,900	\$262,180
Personal Income	\$194,200	\$4,260
Other Taxes and Fees	\$79,600	\$1,720
<b>Total State and Local taxes</b>	<b>\$1,257,100</b>	<b>\$271,360</b>

\* Property taxes include the ongoing amount paid by the property owner under each land-use scenario. The estimated assessed value of the ALF is \$68.9 million once completed and the 36-unit multi-family complex is estimated to have an assessed value of \$30 million.

## Conclusions

The construction spending and daily operations for the proposed assisted living facility (ALF) in San Rafael, California far exceed the economic impacts of a 36-unit, multi-family land-use option. **The ALF economic impacts exceed the multi-family use option by 5.7 times in year one and over 7.3 times by year 5.** This makes intuitive sense for three reasons:

1. The ALF is an ongoing business with 103 housing units, where daily operations of the ongoing business employ 86 workers versus 1 worker for a multi-family use with 36 units;
2. New households purchase homes sold by local residents that become ALF residents, increasing economic activity in the city economy and also increasing assessed property values that compound annually through yearly ALF-resident turnover; and
3. The ALF construction budget at \$ 41.2 million versus \$18 million for 36 multi-family units;
  - a. This difference also means property taxes for the ALF exceed those for the multi-family facility because the initial assessed value is larger.

The spending profile of the 105 ALF residents also slightly exceeds that of the multi-family complex residents; the ALF residents have slightly lower per household income levels, but there are more residents. Below is a summary of the economic impacts by category shown in the report; in short, the ALF has larger economic impacts on San Rafael's economy during both construction and operations.

### Summary Economic Impacts

- **Construction Spending**
  - ALF: \$ 41.2 million of spending supports another \$15.9 million in business revenues, 318 jobs during construction and \$3.34 million in state and local taxes during construction.
  - Multi-Family: \$18 million of spending supports another \$8.7 million in business revenues, 152 jobs during construction and \$1.16 million in state and local taxes during construction.
- **Economic Benefits**
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    - Spending by the 105 residents and 86 staff spending and working in San Rafael supports \$17.5 million in new, annual spending throughout San Rafael, which supports approximately 152 workers and \$1.9 million annually in new state and local tax revenues (including business and family visitor spending); and
    - These figures include new households coming into sold homes by ALF residents in San Rafael, bringing larger incomes and tax bases to the city, increasing the economic impacts from the ALF residents and staff alone and compounding annually through turnover at the ALF.
  - Multi-Family

- Spending by 62 residents support \$2.61 million in spending in San Rafael (including the residents' spending), supporting approximately 17 workers and \$196,600 annually in new state and local tax revenues; and
- One FTE workers support another 0.6 workers, \$287,000 and \$271,000 in annual, new business and state/local tax revenue (primarily property tax on land improvements) for the multi-family units.

The ALF's tax benefits for the City of San Rafael are larger also due to larger construction, resident spending and ALF staffing levels as a land-use choice. The sale of homes to new households as current residents move to the ALF provides even more economic benefits to San Rafael and the city government not there with the multi-family land-use choice. The compounding effect is another reason why the ALF's economic effects are much larger than the multi-family project. Comparing the two projects' financial feasibility points to a developer taking the ALF option over the multi-family option based on projected return on capital.

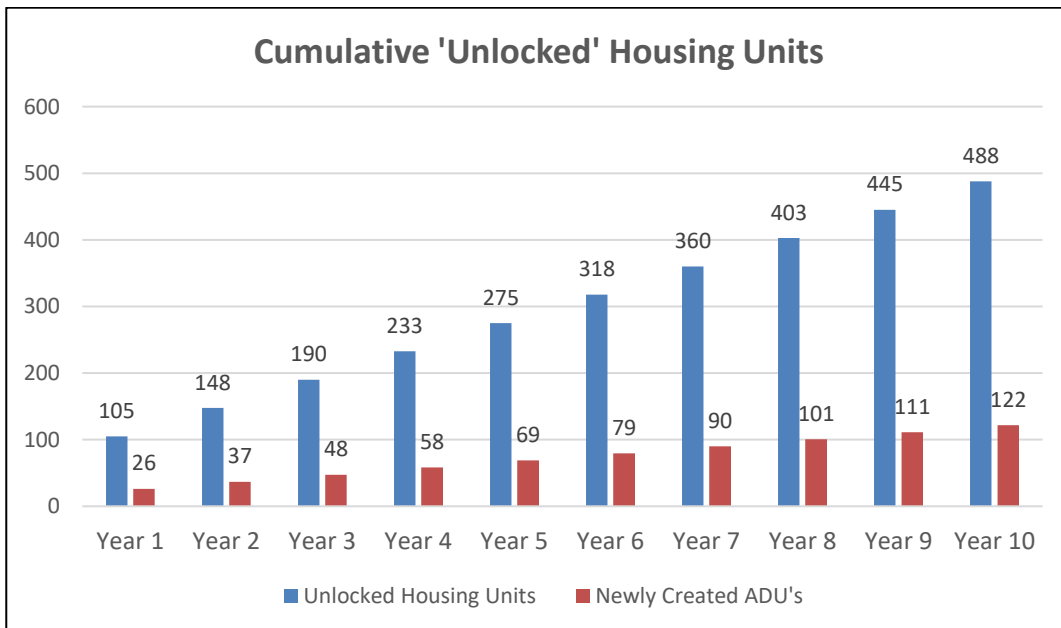
## EXHIBIT #1

### Senior Housing “Unlocks” Existing Housing Supply

- As residents move into the new project, existing inventory is opened up for new residents, “unlocking inventory.”
- 40% of San Rafael homes are occupied by residents 65 and older
- 40% of these households are single occupant
- 90% of these residents own the home and have low (Prop. 13) property tax basis and considerable locked up equity
- Average San Rafael Home values are over \$1,000,000
- New home owners purchase the vacated home establishing a liquidity event for Seniors and increasing property tax base at new market value. (This increases the City’s property tax base.)
- New residents make improvements to home employing various trades. Redecorating and upgrades are made with local merchants and suppliers.
- Approximately 40% to 45% of resident at Aegis Communities will turnover each year.
- It is estimated 25% of newly transacted homes will offer ADU’s as additional housing units.

### In 10 Years, an estimated:

- **488 Homes will be ‘unlocked.’**
- **122 new ADU’s will be created**



*On average, 45% of the 88 residents turnover annually. Approximately 90% own their home.*

*25% of newly transacted homes will create ADU's*

## Appendix: Data Sources and Glossary

Data on the ALF construction budget, resident and employment levels were provided by Aegis Living; the estimates for the multi-family units' construction budget was also provided by Aegis Living. Aegis Living also provided estimates of resident turnover, ADU volume after home sales, local home sales that result from new residents coming to the ALF, and the pro forma data for feasibility of construction and subsequent valuations of each example use of land. Zillow Research provides median home prices data for San Rafael, please see <https://www.zillow.com/research/data/> for more.

Data on people per household is from the California Department of Finance's estimates on housing and population as of January 1, 2021 (the latest data available as of May 7, 2021). For the data, see [https://dof.ca.gov/Forecasting/Demographics/Estimates/e-5/documents/E-5\\_2021\\_InternetVersion.xlsx](https://dof.ca.gov/Forecasting/Demographics/Estimates/e-5/documents/E-5_2021_InternetVersion.xlsx)

Median household income data come from the American Community Survey (ACS) through 2019. See <http://data.census.gov> for more information.

The following definitions pertain to line items referenced here. Many of these definitions come from the US Bureau of Labor Statistics. Please see [www.bls.gov](http://www.bls.gov) for further details.

- **All other food and drinking places:** All additional restaurants not captured in limited- or full-service restaurants, including food trucks.
- **Full-service restaurants:** Establishments primarily engaged in providing food service to patrons who order and are served while seated, and pay after eating. These establishments may sell alcoholic beverages, operate a bar or present live entertainment, in addition to serving food and beverages.
- **Individual and family services:** Establishments primarily engaged in providing one or more of a wide variety of individual and family social, counseling, welfare, or referral services, including refugee, disaster, and temporary relief services. This industry includes offices of specialists providing counseling, referral, and other social services.
- **Insurance carriers:** insurance agents and businesses
- **Limited-service restaurants:** any establishments whose patrons generally order or select items and pay before eating. Food and drink may be consumed on premises, taken out, or delivered.
- **Management consulting services:** businesses hired as consultants to help with company operations, decisions, and other aspects of running a business.
- **Management of companies and enterprises:** This sector comprises businesses primarily engaged in managing companies and enterprises and/or holding the securities or financial assets of companies and enterprises, for owning a controlling interest in them and/or influencing their management decisions.
- **Medical offices:** health care outside hospitals, based on outpatient general care outside of rehabilitation or skilled nursing and residential health facilities.
- **Owner-Occupied Dwellings:** The income made by owners of homes they occupy, through rent payments or other savings due to home ownership.
- **Other financial investment activities:** This industry comprises establishments, not classified to any other industry, primarily engaged in providing, on a contract or fee basis, miscellaneous financial investment services, such as trust, fiduciary and custody services, and other investment services.
- **Retail – Internet Retailers;** These retail businesses do not have a storefront, but are locally headquartered and sell their goods and services through the internet or catalogs.
- **Wholesale Trade:** Businesses that connect goods producers to retailers, classic distribution and wholesale businesses, including Costco.

## About Marin Economic Forum

The Marin Economic Forum (MEF) provides information and opportunities to collaborate for improving Marin County's economic vitality, while seeking to increase social equity and protect the environment. Robert Eyster, PhD, as MEF's chief economist, was the lead author here. Please see [www.marineconomicforum.org](http://www.marineconomicforum.org) for more information.