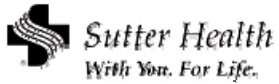


# CASE STUDY

## **Palo Alto Medical Foundation (PAMF)**

City of San Carlos, California



### **SERVICES**

Economic Impact Analysis

Fiscal Impact Analysis

### **THE CHALLENGE**

PAMF retained CBRE Consulting to assess the economic and fiscal impacts of locating a new PAMF hospital in the City of San Carlos. Our analysis was used by PAMF in financial negotiations with the City of San Carlos and incorporated into the project's environmental impact report.

### **THE SOLUTION**

Work tasks included an estimation of: retail spending and corresponding sales tax generated by visitors, patients, and employees; transient occupancy taxes from increased hotel stays; and fiscal costs. We also worked with a municipal tax consultant to estimate sales and use taxes generated from PAMF equipment purchases that would be captured by the City of San Carlos. Additionally, CBRE Consulting reviewed two studies prepared a consultant to the City of San Carlos on behalf of PAMF. These studies analyzed: (1) the economic and fiscal impacts of the PAMF hospital; and (2) the comparative economic and fiscal impacts of other types of real estate development on the proposed PAMF site. We examined these studies for reasonableness and tested key assumptions.