

Appendix A
Landlord Survey to Inform Rental Cost Burden and Behavioral Motivations

List of Potential NOAH landlords

Below is the list of 20 potential NOAH property owners identified from the SUS dataset and mapped in the written memorandum. Within the dataset, our team had access to the net value of a given property, as well as how many units the property contains. These potential NOAH properties were identified given that their properties have among the lowest net value per unit in Redwood City. With relatively low net values, it may be assumed that these properties have less of a financial need to charge market rate rents as the cost of their property (i.e. property value) is relatively low.

Multifamily Property Owners -- Net Value Per Unit in Ascending Order

Owner Name	Property Address	Number of Units	Estimated Net Value Per Unit
[Redacted]	[Redacted] Pine Street	9	\$19,853.22
[Redacted]	[Redacted] Kentfield Avenue	24	\$20,635.71
[Redacted]	[Redacted] Jefferson Avenue	7	\$23,006.86
[Redacted]	[Redacted] Stambaugh Street	4	\$23,081
[Redacted]	[Redacted] Heller Street	2	\$26,175.50
[Redacted]	[Redacted] Madison Avenue	4	\$26,267.5
[Redacted]	[Redacted] Allerton Street	5	\$27,752.20
[Redacted]	[Redacted] Cedar Street	5	\$28,005.40
[Redacted]	[Redacted] Whipple Avenue	9	\$28,165.89
[Redacted]	[Redacted] Madison Avenue	17	\$28,724.94
[Redacted]	[Redacted] Woodside Road	10	\$29,487.70
[Redacted]	[Redacted] Cedar Street	3	\$29,687
[Redacted]	[Redacted] Duane Street	4	\$30,429.25
[Redacted]	[Redacted] Roosevelt Avenue	4	\$30,466.25
[Redacted]	[Redacted] Madison Avenue	4	\$30,873.30
[Redacted]	[Redacted] Pine Street	3	\$31,106.33

[Redacted]	[Redacted] Madison Avenue	4	\$32,536.25
[Redacted]	[Redacted] Lincoln Avenue	4	\$32,878
[Redacted]	[Redacted] Vera Avenue	10	\$32,962.50
[Redacted]	[Redacted] Center Street	4	\$33,087.25
Total Number of Units:			136

Source: *SUS Dataset of Multi-Family Rental Properties in Redwood City*

Survey Template

The following is a survey template that can be modified and used to gather financial and behavioral insights from Redwood City rental, multifamily property owners. The survey includes both multiple choice and short response questions. Question responses that contain income and rent ranges are modeled after the ranges found in the U.S. Census' *American Community Survey*. Before disseminating the survey, the HHCC should consult with the Redwood City attorney in order to clarify any legal requirements around sharing the data collected in this survey.

Redwood City Housing and Human Concerns Committee Survey of Redwood City Multifamily Rental Landlords

Survey Purpose and Administration

You have been asked to take part in a survey on the multifamily rental housing market in Redwood City. The survey is designed to assess the financial and behavioral motivations of multifamily rental property owners within the city. This survey is administered by the Housing and Human Concerns Committee (HHCC), a City Council-appointed committee of residents who advocate for policies and services that improve the quality of life for all residents within Redwood City. As such, insights from the survey may be used to inform policies that the HHCC recommends to the City Council to meet the city's growing housing need.

You have been asked to participate given you are the property owner of at least one multifamily rental property in Redwood City as identified by publicly-available city and county assessor data. **Your completion of this survey is voluntary, and all questions are optional. You will not be penalized if you choose to not participate in the survey.**

The survey should take approximately 12 minutes to complete.

Data Collection and Privacy

[Note to HHCC: The following language is modeled after what was used by the University of Washington in the [Seattle housing market survey](#). Before adding a privacy statement, HHCC will need to consult with the city attorney to understand if/how this data can be protected].

This survey is anonymous. Data gained from the survey will be shared only within the Housing and Human Concerns Committee and any relevant city staff and council members as necessary

to inform public policy within the city. We will not ask for your name or record any other personal identifiers through this form unless you voluntarily wish to participate in follow-up activities to assist the Committee in its work to foster better connections with multi-family property owners within Redwood City.

Optional language for online survey if survey administrators plan to provide raffle/other financial incentives for respondents: At the end of the survey, you will have the option to be routed to another site to enter your name and email for drawing for a cash prize. This will be separate from the survey so that your personal data will not be able to be linked to your survey responses.

Questions

If you have any questions about the survey, please contact [*insert information for preferred HHCC or city staff contact*]

---Start of Survey---

The following section includes questions about the multifamily residential properties you own in Redwood City.

1. In total, how many multifamily rental properties do you own in Redwood City?
 - a. *[Enter numerical value]*
2. For the following questions, you are able to provide information about each of your properties individually. If you own more than 3 properties, please respond using the details of your largest 3 properties.
 - a. **Property 1**
 - i. In which Redwood City zip code is this multifamily rental property located? *[Select one]*
 1. 94061
 2. 94062
 3. 94063
 4. 94064
 5. 94065
 - ii. How many years have you owned this multifamily rental property? *[Select one]*
 1. <1 year
 2. 1-3 years
 3. 3-5 years
 4. 5-10 years
 5. 10-20 years
 6. >20 years
 - iii. How many rental units do you operate on this property?
 1. *[Enter numerical value]*
 - iv. How many units of the following size do you own on this property?
 1. Studios *[Select one]*
 - a. 0
 - b. 1
 - c. 2-5
 - d. 6-10
 - e. 11-20
 - f. 21-50
 - g. 51+
 2. One bedroom *[Select one]*
 - a. 0
 - b. 1

- c. 2-5
 - d. 6-10
 - e. 11-20
 - f. 21-50
 - g. 51+
- 3. 2 bedrooms [*Select one*]
 - a. 0
 - b. 1
 - c. 2-5
 - d. 6-10
 - e. 11-20
 - f. 21-50
 - g. 51+
- 4. 3 bedrooms [*Select one*]
 - a. 0
 - b. 1
 - c. 2-5
 - d. 6-10
 - e. 11-20
 - f. 21-50
 - g. 51+
- 5. 4 or more bedrooms [*Select one*]
 - a. 0
 - b. 1
 - c. 2-5
 - d. 6-10
 - e. 11-20
 - f. 21-50
 - g. 51+
- v. What is the average rent for a studio unit on this property? [*Select one*]
 - 1. N/A (this property does not have this unit size)
 - 2. Less than \$800
 - 3. \$800-\$999
 - 4. \$1,000-\$1,499
 - 5. \$1,500-\$1,999
 - 6. \$2,000-\$2,499
 - 7. \$2,500-\$2,999
 - 8. \$3,000-\$3,499
 - 9. \$3,500 or more

- vi. What is the average rent for a 1 bedroom unit on this property? [*Select one*]
1. N/A (this property does not have this unit size)
 2. Less than \$1,000
 3. \$1,000-\$1,499
 4. \$1,500-\$1,999
 5. \$2,000-\$2,499
 6. \$2,500-\$2,999
 7. \$3,000-\$3,499
 8. \$3,500-\$3,999
 9. \$4,000 or more
- vii. What is the average rent for a 2 bedroom unit on this property? [*Select one*]
1. N/A (this property does not have this unit size)
 2. Less than \$2,000
 3. 2,000-\$2,499
 4. \$2,500-\$2,999
 5. \$3,000-\$3,499
 6. \$3,500-\$3,999
 7. \$4,000-\$4,499
 8. \$4,500-\$4,999
 9. \$5,000-\$5,499
 10. \$5,500 or more
- viii. What is the average rent for a 3 bedroom unit on this property? [*Select one*]
1. N/A (this property does not have this unit size)
 2. Less than \$4,500
 3. \$4,500-\$4,999
 4. \$5,000-\$5,499
 5. \$6,000-\$6,499
 6. \$6,500-\$6,999
 7. \$7,000-\$7,499
 8. \$7,500-\$7,999
 9. \$8,000 or more
- ix. What is the average rent for a 4 or more bedroom unit on this property? [*Select one*]
1. N/A (this property does not have this unit size)
 2. Less than \$4,000
 3. \$4,000-\$4,499
 4. \$4,500-\$4,999

- 5. \$5,000-\$5,499
 - 6. \$5,500-\$5,999
 - 7. \$6,000-\$6,499
 - 8. \$6,500-\$6,999
 - 9. \$7,000 or more
- x. What is the average gross household income for the tenants on this property? [*Select one*]
 - 1. Less than \$35,000
 - 2. \$35,000-\$49,999
 - 3. \$50,000-\$74,999
 - 4. \$75,000-\$99,999
 - 5. \$100,000-\$149,999
 - 6. \$150,000-\$199,999
 - 7. \$200,000 or more
 - xi. Do you receive government (federal, state, or local) subsidies for units on this property? [*Select one*]
 - 1. Yes
 - 2. No

b. Property 2

- i. N/A (I do not own more than 1 multifamily rental property in Redwood City)
- ii. Repeat questions i.-xi.

c. Property 3

- i. N/A (I do not own more than 1 multifamily rental property in Redwood City)
- ii. Repeat questions i.-xi. [*Section 2 capped at 3 properties for convenience sake*]

3. OPTIONAL QUESTION: The Housing and Human Concerns Committee is trying to understand the average annual rent increase across the city for modeling purposes.

In the past year, have you raised the rent in a Redwood City unit? If so, what was the highest cumulative rent increase for a single Redwood City unit over the past year?

[*Select one*]

- a. 0% (I have not raised rent in this property in the past year)
- b. 1-5%
- c. 6-10%
- d. 11-15%
- e. 16-25%
- f. More than 25%

The next set of questions asks about your experience as a multifamily property owner in Redwood City.

4. Which factors strongly influence the amount you charge in rent for your multifamily rental units? [*Select all that apply*]
 - a. It is important to cover the cost of operation
 - b. It is important to fully maximize profits
 - c. It is important to provide housing that is affordable to my tenants
 - d. Other (please specify)
 - i. [*Short answer response*]
5. How financially significant is the income you receive from your Redwood City multifamily rental units? [*Select one*]
 - a. This is my primary source of income
 - b. This is a supplemental source of income
 - c. Other (please specify)
 - i. [*Short answer response*]
6. Do you have plans to exit the Redwood City rental housing market? [*Select one*]
 - a. No
 - b. Yes
 - i. If yes, what is your time horizon?
 1. <1 year
 2. Next 1-3 years
 3. Next 3-5 years
 4. Next 5-10 years
 5. In more than 10 years
7. If and when you plan to exit the Redwood City rental housing market, how do you plan to transfer your property(s)? [*Select all that apply*]
 - a. Sell property to a for-profit commercial buyer
 - b. Sell property to a non-profit affordable housing buyer
 - c. Leave your property to your children or grandchildren
 - d. Put your property in a trust
 - e. Unsure
8. What are the common experiences you have faced in your rental property (e.g. damage to property, missed rent payments, high turnover, etc.)?
 - a. [*Short answer response*]
9. If you would like to provide additional comments on your experience as a multifamily rental property owner in Redwood City, please do so below.

- a. [*Short answer response*]

The following section includes optional questions about your demographic information. If you do not want to complete these questions, you may skip to the end of the survey

- 10. Would you be willing to join a forum organized by the Housing and Human Concerns Committee to talk about benefits for residential property owners in Redwood City?
 - a. No
 - b. Yes ****Answering “Yes” and providing contact information will no longer make the survey anonymous ****
 - i. [*Enter name and best contact method*]
- 11. What is your age in years? [*Select one*]
 - a. 18-30
 - b. 31-40
 - c. 41-50
 - d. 51-60
 - e. 61-70
 - f. 71+
- 12. What is your gender? [*Select one*]
 - a. Female
 - b. Male
 - c. Prefer to self-describe
 - i. [*short answer response*]
- 13. What is your race? [*Select one*]
 - a. White
 - b. Black or African-American
 - c. American Indian/ Alaskan Native
 - d. Asian
 - e. Native Hawaiian or Other Pacific Islander
 - f. Some other race
 - g. Two or more races
- 14. What is your ethnicity [*Select one*]
 - a. Hispanic or Latino
 - b. Not Hispanic or Latino

---End of Survey---

Appendix B

Business License Fee Calculations and Examples

Modeling Gross Receipts Revenue for Redwood City

The model used to calculate the estimated annual gross receipts for multifamily rental units used the following steps: link to the dataset [here](#)

1. Grouped by census tract the whole synthetic population of 14,990 residential properties in Redwood City from the SUS team and summed the number of units in each tract
2. Identified the 445 business license registered properties with a total of 6167 units from data provided by city staff
3. Grouped the business license registered properties by census tract
4. Estimated predicted rent income by census tract*¹
5. Divided the sum of total taxed units by the total number of residential units to get the proportion of taxed properties as a fraction
6. Multiplied the total predicted rent in each census tract with the fraction to get the proportion of predicted rent subject to the business license tax
7. Aggregated the total predicted income subject to tax from all the census tracts to get a total of approximately \$13.3 million monthly and \$160.7 million annually
8. To get the percentage to charge on gross receipts to generate at least the same amount of revenue as the current fee schedule, we divided \$160.7 million by \$143,522 to get 0.1%

¹ Predicted rent was modeled by the SUS team.

Redwood City Rental Revenues Calculation Table

Census Tract	Sum of Registered Biz. License Properties	Sum of Biz. License Taxed Units in RWC	Sum of Rental Residential Units in RWC	Predicted Residential Rent Revenue (\$)	Proportion of Biz. License Taxed Units to Total Sum of Units	Sum of Predicted Rent of Biz. License Taxed Units (\$)
610800	67	855	1,476	3,087,091.00	0.579	1,788,253.93
610203	56	804	948	1,794,136.50	0.848	1,521,609.44
610303	13	787	1,155	3,416,922.50	0.681	2,328,240.70
610201	46	761	1,275	2,259,244.00	0.597	1,348,458.58
610900	79	599	1,863	3,809,294.00	0.322	1,224,781.06
610700	32	485	1,244	2,846,830.00	0.390	1,109,897.55
610000	45	406	1,114	2,567,749.00	0.364	935,822.35
610202	18	355	1,007	2,103,555.00	0.353	741,571.03
610302	3	333	397	747,281.00	0.839	626,812.53
610100	29	208	476	915,068.50	0.437	399,861.87
610400	21	190	1,026	2,081,617.00	0.185	385,484.63
611000	14	170	1,061	2,430,621.50	0.160	389,449.25
611100	12	89	277	613,736.50	0.321	197,193.32
611300	7	87	572	1,372,348.50	0.152	208,731.33
609800	3	38	367	726,393.00	0.104	75,212.35
Total monthly	445	6167	14,258	30,771,888.00		13,281,379.89
Total annually				362,802,342.64		160,727,971.90

Source: [SUS dataset](#)

Gross Receipts Fee Schedule Model Examples

The gross receipts fee model can be calculated as a percentage rate of as a flat fee with a sliding scale. Below are examples of gross receipts fee schedules that could be used as a reference if the Committee decides to pursue a business license fee transformation.

Percentage Rate Example:

Classification	Tax Rate
Retail	Gross receipts*0.01
Service	Gross receipts*0.015
Professional	Gross receipts*0.02
Wholesale / Manufacturer	Gross receipts*0.01
Commercial Property Rental	Gross receipts*0.02
Residential Property Rental	Gross receipts*0.01
Home Based	Gross receipts *0.01

Source: <https://www.cityofpaloalto.org/civicax/filebank/documents/14976>

Scale Example: City of Menlo Park Business License Tax Fee Schedule

ANNUAL GROSS RECEIPTS (OVER)	ANNUAL GROSS RECEIPTS (BUT NOT OVER)	ANNUAL LICENSE TAX
\$ 0	\$ 25,000	\$ 50.00
25,000	50,000	75.00
50,000	75,000	100.00
75,000	100,000	125.00
100,000	200,000	160.00
200,000	300,000	200.00
300,000	400,000	240.00
400,000	500,000	275.00
500,000	600,000	310.00
600,000	700,000	350.00
700,000	800,000	390.00
800,000	900,000	425.00
900,000	1,000,000	460.00
1,000,000	2,000,000	750.00

AN ADDITIONAL \$ 250.00 TAX MUST BE ADDED TO THE ANNUAL LICENSE TAX FOR **EACH** ADDITIONAL MILLION OR PORTION THEREOF UP TO \$30,000,000 GROSS.

MAXIMUM TAX:

\$ 8,000.00

Source: [City of Menlo Park Tax Fee Schedule](#)

SCHEDULE OF TAXES

ANNUAL GROSS RECEIPTS*	TAX
\$30,000 and under	\$ 31.00
30,001 - 40,000	37.50
40,001 - 45,000	47.00
45,001 - 50,000	56.50
50,001 - 55,000	67.50
55,001 - 65,000	77.00
65,001 - 70,000	86.50
70,001 - 75,000	97.50
75,001 - 80,000	107.00
80,001 - 85,000	116.50
85,001 - 90,000	127.50
90,001 - 95,000	137.00
95,001 - 100,000	143.50
OVER 100,000	143.50 plus \$3.60 for each \$5,000 or fraction thereof, thereafter

Scale Example: City of San Mateo Tax Fee Schedule

Source: [City of San Mateo Tax Fee Schedule](#)

Scale Example: City of East Palo Alto Tax Fee Schedule

Annual Gross Receipts Between	Annual License Fee
\$0 - \$1000	\$50
\$1,000 - \$100,000	\$125
\$100,001 - \$250,000	\$250
\$250,001 - \$500,000	\$500
\$500,001 - \$10,000,000	\$1 for each \$1,000 of gross receipts
\$10,000,000 - And Higher	\$0.50 for each \$1,000 of gross receipts over \$10,000,001

Source: [City of East Palo Alto Tax Fee Schedule](#)

Business License Application Comparison to Other Jurisdictions

Excerpt from San Mateo Business License Application

FEE CALCULATIONS

Your Business Tax shall be based upon your total annual **gross receipts*** for the preceding year. If not in business for a full year, your tax shall be based upon an estimate of your **gross receipts*** for a 12-month period.

* **GROSS RECEIPTS:** The total amount charged or received on account of goods sold and services performed. Gross receipts shall include all receipts, cash, credits, and property without any deduction therefrom on account of cost of materials, labor or other expenses whatsoever. Excludable items include returned merchandise, cash discounts, refundable deposits, sales taxes and amounts collected for others where acting as an agent.

NOTE: UNDER ESTIMATED GROSS RECEIPTS LIABLE TO 50% PENALTY.

1. **Total annual gross receipts*** -- 12 month Estimate \$ _____ **or** Actual \$ _____
2. Enter amount due and payable from schedule above: \$ _____

Source: City of San Mateo Business License Application

The excerpt above demonstrates the type of information included on the business license application for the City of San Mateo and how it goes about defining and asking for gross receipts. The application also explicitly addresses one of the concerns with this model of how to ensure that businesses accurately disclose the information on gross receipts. Businesses that are found to have underestimated their gross receipts are liable to a penalty of 50% of the additional amount due. The Tax Collector may review any return filed or request any documents or accounts to determine what the correct tax due is. If they find that there has been an underestimation of accounts, then the full correct amount is requested, and the penalty is levied.ⁱ

Appendix C Right of First Refusal Calculations

Model Assumptions/Limitations:

The data was filtered by multi-family units, and all duplicates were deleted. Based on other jurisdictions, we have identified the key characteristics as buildings built before 1983 and units more than five units. The data given by SUS has several gaps in the dataset, thus those observations had to be deleted to run the regression. This could have potentially lead to skewed results.

Regressions:

The team created binary variables (listed below) to test out if these variables affected the last sale amount based on the last sale amounts from 2013-2017.

- Year Built
- Number of Building Stories
- Number of Units
- Number of Bedrooms
- Net Value
- Land Value
- Improvement Value
- Tax Amount

Then, the team used the beta estimates gathered from the regression conducted to predict the sale prices of potential NOAH properties based on characteristics found by external jurisdictions.

Findings:

Variable	Obs	Mean	Std. Dev.	Min	Max
saleprice1	2,740	1.84e+07	4.93e+07	-1358973	2.14e+08

The predicted sale price mean was \$18.4M for a building built before 1983 with a minimum of five units. This unit appears high because this figure accounts for buildings with units ranging from 5 units to 293 units.

Appendix D

External Jurisdictions' Frameworks of the Rights of Notification and First Refusal

Washington D.Cⁱⁱ -Enacted in 1980, Washington D. C's Tenant Opportunity to Purchase Act (TOPA) set out to offers tenants of subsidized rental properties the opportunity to purchase the properties after notifying the Mayor's Office. The process for rental properties with 5 or more units is highlighted below but the right of first refusal is also applicable to rental properties with 2-4 units under a different timeline. The link to the 2-4 units TOPA rights can be found [here](#).

- The landlord notifies the tenants in a property with 5 or more units of an Offer of Sale
- The tenants can request information on the following details of the property: floor plan, operating expenses, capital expenditures, utility consumption costs etc.
- The tenants form a Tenant Organization (if one does not already exist) in order to be able to exercise the right of first refusal
- The Tenant Organization submits a statement of interest to Landlord and Mayor's office
- The Tenant Organization enters a 120-day negotiation period with the Landlord- if the landlord receives an external offer then the tenants can exercise right of first refusal to match the external contract and the period is extended 15 days.
 - A Tenant Organization can assign its rights to other groups who can negotiate limits to rent increases and other benefits.
- The Tenant Organization and Landlord reach a settlement if the Tenant Organization can secure financing and financial assistance²
- More information can be found [here](#).

Portlandⁱⁱⁱ - Since 1980, the City of Portland and other qualified entities have engaged with property owners that are receiving public aid and interested in selling their properties by acquiring and preserving affordable properties. In 2013, Portland made its revisions to its Local Preservation Projects (also known as its Right of Notification and First Refusal Policy) which are described below.

- "When the owner of a Local Preservation Project takes action which will make the affordable housing no longer affordable, whether the affordability requirements which were established under prior agreement with the City, PDC or State have expired or are still in effect, the owner must provide a notice of 90 days to the City."^{iv} ([The City of Portland, Charter, Code and Policies](#))
- Local Preservation Project intending to take action that would end affordability must give the City advance notice of at least 210 days for opt-outs from a long-term contract and 150 days from a one-year extension.

² The Tenant Occupancy Protection Act has helped preserve 1,400 affordable housing units in the past 15 years, typically through the creation of tenant-owned housing cooperatives. <https://nonprofitquarterly.org/2018/04/02/one-city-gives-nonprofits-right-first-refusal-guard-affordable-housing/>

- During the notice period, owners must allow the City to conduct reasonable inspections of the property and may not take any actions that would prevent the City from negotiating for purchase of the property.
- If the change in use will result in the loss of housing affordable to households with incomes up to 80 percent of the median family income, the owner must provide 90 days' notice, during which the City has the exclusive right to make an offer to purchase the property or to coordinate the purchase by an owner who will maintain affordability.
- During the 90-day notification period, the owner may not sell the property but can enter in discussions with other interested parties.
- The City or its designee may make an offer of purchase during the 90-day notice period.

San Francisco^v - Implemented in 1990, the San Francisco Preservation Ordinances designates the City or a qualified entity such as non-profits or tenant associations to acquire an assisted housing development (defined below) that wishes to terminate its contract or sell to preserve the affordability of the assisted housing development.

- "Assisted housing development" or "development" shall mean any multifamily rental housing building, or group of buildings under common ownership, comprised of four or more rental units, which development has received or receives any public subsidy, including, but not limited to, a mortgage loan, a mortgage interest subsidy, mortgage insurance or a rent subsidy from a federal, state or local governmental body or agency, whose rent levels are restricted so as to be affordable to very low, low and moderate income households." ([Assisted Housing Preservation Ordinance, Page. 4](#))
- At least 18 months prior to the anticipated date of any prepayment and/or termination, any owner of an assisted housing development^{vi} must notify a government entity, non-profit or other qualified entity of intent to terminate contract or sell.
- The City gives notice of intent to enter a contract of sale triggering the right of first purchase
- The City reviews the property and offers a fair return price if the Seller and the City mutually agree to the terms of the contract
- The City has a right to assign its interests under the right of first refusal to a qualified entity who agrees to uphold the City's obligations

Endnotes:

ⁱ San Mateo City Charter and Municipal Code Ordinance 5.12.025 ASSESSMENT OF CORRECT TAX.

<http://qcode.us/codes/sanmateo/>

ⁱⁱ <https://ota.dc.gov/sites/default/files/dc/sites/ota/publication/attachments/TOPA%20-%205%20or%20More%20Units%20%28FINAL%29.pdf>

ⁱⁱⁱ <https://www.localhousingsolutions.org/act/housing-policy-library/act-housing-policy-library-rights-of-first-refusal-overview/act-housing-policy-library-rights-to-first-refusal-overview-rights-to-first-refusal/>

<https://www.portlandoregon.gov/citycode/article/451768>

^{iv} <https://www.portlandoregon.gov/citycode/article/451768>

^v <http://www.prezcat.org/sites/default/files/San%20Francisco%20Assisted%20Housing%20Preservation%20Ordinance.pdf>

^{vi} Ibid.