



# San Jose, United States

November, 2017



## San Jose Smarter Cities Challenge

### Agenda

- Welcome
- The challenge
- Our approach
- Key findings
- Overview of recommendations
- Recommendations
- Conclusion
- Thank you



## IBM Smarter Cities Challenge

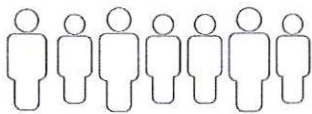
- Pro-bono consulting grant projects to advise cities on potential benefits of technology to assist with the challenges of urban growth.

### San Jose Team Mission

- To advise on Rent Registry implementation & integration, with consideration of the needs and challenges for all users and stakeholders.
- Recommend a framework for a centralized system to search and apply for affordable housing.

## CONTEXT

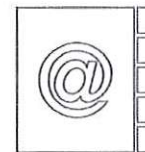
### Our approach



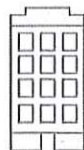
**Seven team members**



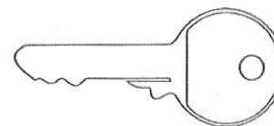
**Two Design Thinking Workshops;  
over 40 participants**



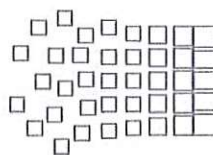
**43 interviews**



**88 thousand apartments  
(triplex and above)**



**1.025 million residents**



**Multiple, disparate data  
sources. Including: text,  
structural, social, open source**

## KEY FINDINGS

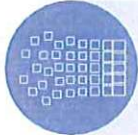
### Important findings shape the team's recommendations:



**Communications breakdown and misunderstandings** with housing providers and tenants about new policy changes



Rent Registry scope and details are very **contentious** across multiple housing provider groups



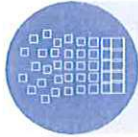
**Data privacy concerns** about exposing owner and tenant information



Need for centralization, integration and automation to increase **adoption** across the board



Increase in **administrative burden** for owners due to lack of standards and automation



Lessons learned from Dahlia useful for successful **Affordable Housing system** implementation



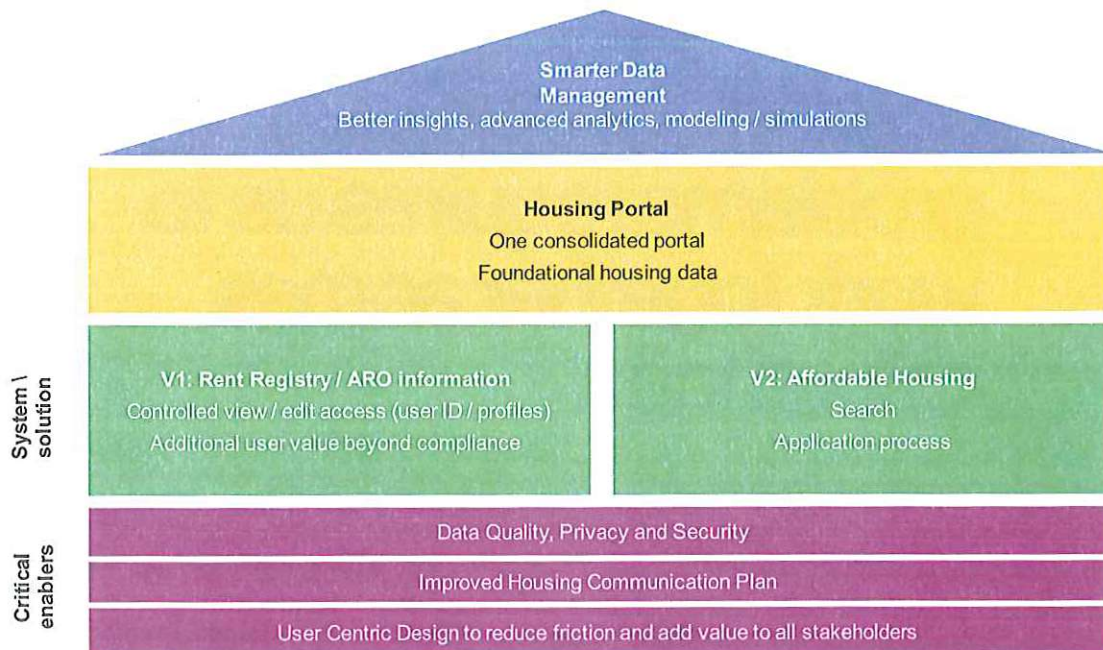
Registry is a solution that requires ongoing **user-centric improvements** roadmap for adoption

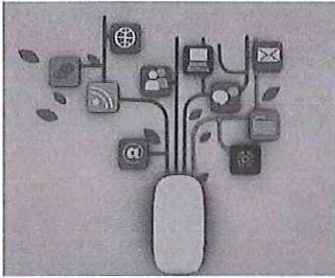


**Cost of development** could be reduced by collaboration with SJSU as well as other technology innovators in the area

## RECOMMENDATIONS

### Overview of recommendations

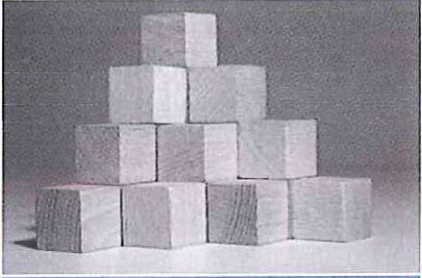




To understand each other, as representatives of citizens, and stakeholders in the City of San Jose

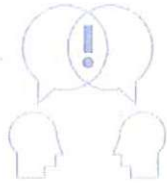


To explore the opportunities that will create a real impact within the Rental and Affordable Housing communities



To develop innovative ideas that can be taken into future roadmaps

**Solving complex problems requires us to work together across differences.**



# Human-centered outcomes require empathy for the people you serve.

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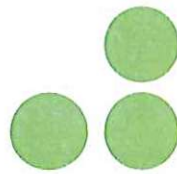
## Principles

See problems and solutions from a new point of view



### **A focus on user outcomes**

When you use Design Thinking, put your users' needs first.



### **Multidisciplinary teams**

Collaborate across disciplines to move faster and work smarter.



### **Restless reinvention**

Everything is a prototype. Listen, learn, and course-correct.

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# The Problem Statements

Workshop 1 - "How might we design a continuously evolving rent registry that benefits tenants, landlords and the city (without breaching privacy)?"



Workshop 2 - "How might we solution a single 'search and application' process for affordable housing?"

# The Personas

**Persona : Landlord (c-15 units)**

**Sarah**

Age: 50s  
 Sex: Female  
 Family: Single  
 Marital: Married  
 Background/ Language: English/Spanish

**Characteristics**

- She is a busy professional who works long hours.
- She is a landlord with 15 units.
- She is looking for a way to manage her tenants and their payments.
- She is concerned about privacy and security.

**Goals & Needs**

- She needs a system that is easy to use and integrates with her existing software.
- She needs a system that can handle multiple tenants and their payments.
- She needs a system that can provide her with real-time data and reports.

**Jobs to be Done**

- Manage her tenants and their payments.
- Provide her with real-time data and reports.
- Ensure the privacy and security of her tenants' information.

**Persona : Tenant**

**Betsy**

Age: 30s  
 Sex: Female  
 Family: Single  
 Marital: Single  
 Background/ Language: English/Spanish

**Characteristics**

- She is a young professional who works in a high-paying job.
- She is a tenant who is looking for a way to find and apply for affordable housing.
- She is concerned about the cost and quality of the housing.

**Goals & Needs**

- She needs a system that can help her find and apply for affordable housing.
- She needs a system that can provide her with information about the cost and quality of the housing.

**Jobs to be Done**

- Find and apply for affordable housing.
- Get information about the cost and quality of the housing.

**Persona : City Housing Dept (rent registry program manager)**

**Vikram**

Age: 40s  
 Sex: Male  
 Family: Married  
 Marital: Married  
 Background/ Language: English/Spanish

**Characteristics**

- He is a middle-aged professional who works for the City Housing Dept.
- He is responsible for managing the rent registry program.
- He is concerned about the efficiency and accuracy of the program.

**Goals & Needs**

- He needs a system that can improve the efficiency and accuracy of the rent registry program.
- He needs a system that can provide him with real-time data and reports.

**Jobs to be Done**

- Manage the rent registry program.
- Improve the efficiency and accuracy of the program.
- Provide real-time data and reports.

**Persona : Landlord (c-15 units)**

**John**

Age: 60s  
 Sex: Male  
 Family: Married  
 Marital: Married  
 Background/ Language: English/Spanish

**Characteristics**

- He is an older professional who works for the City Housing Dept.
- He is responsible for managing the rent registry program.
- He is concerned about the efficiency and accuracy of the program.

**Goals & Needs**

- He needs a system that can improve the efficiency and accuracy of the rent registry program.
- He needs a system that can provide him with real-time data and reports.

**Jobs to be Done**

- Manage the rent registry program.
- Improve the efficiency and accuracy of the program.
- Provide real-time data and reports.

**Persona : Tenant**

**Juan**

Age: 20s  
 Sex: Male  
 Family: Single  
 Marital: Single  
 Background/ Language: English/Spanish

**Characteristics**

- He is a young professional who works in a high-paying job.
- He is a tenant who is looking for a way to find and apply for affordable housing.
- He is concerned about the cost and quality of the housing.

**Goals & Needs**

- He needs a system that can help him find and apply for affordable housing.
- He needs a system that can provide him with information about the cost and quality of the housing.

**Jobs to be Done**

- Find and apply for affordable housing.
- Get information about the cost and quality of the housing.

**Persona : City Housing Dept (staff, program manager)**

**Selena**

Age: 30s  
 Sex: Female  
 Family: Married  
 Marital: Married  
 Background/ Language: English/Spanish

**Characteristics**

- She is a young professional who works for the City Housing Dept.
- She is responsible for managing the rent registry program.
- She is concerned about the efficiency and accuracy of the program.

**Goals & Needs**

- She needs a system that can improve the efficiency and accuracy of the rent registry program.
- She needs a system that can provide her with real-time data and reports.

**Jobs to be Done**

- Manage the rent registry program.
- Improve the efficiency and accuracy of the program.
- Provide real-time data and reports.

Design Thinking focuses on our users.



Personas help us to better understand our users.

## Brainstorming Output

### Four Brainstorming topics (Workshop 1):

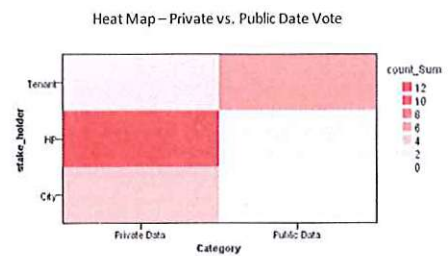
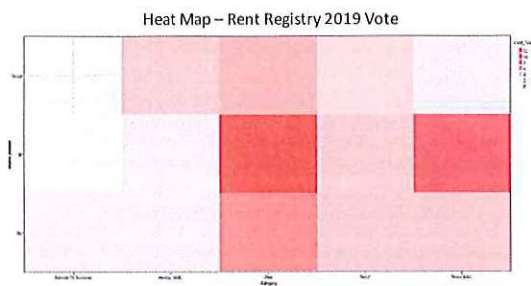
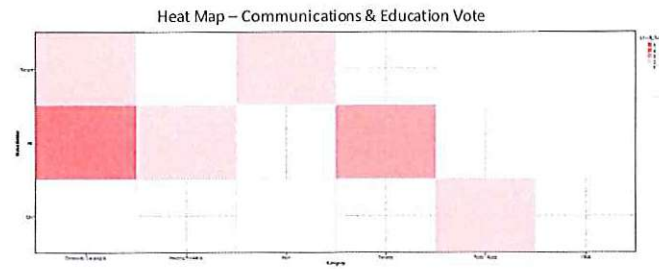
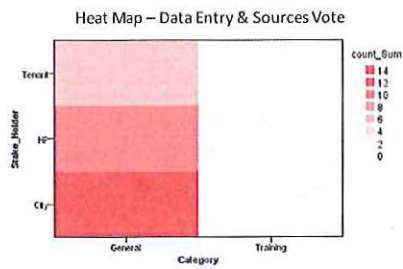
1. Communications, Education & Adoption
2. Data Entry and Sources – In & Out, including reporting
3. Private & Public Data
4. Rent Registry 2019 (Consider who are the Users, potential Phases and Other uses for the registry)



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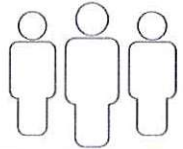

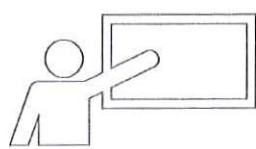
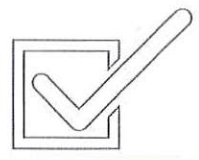
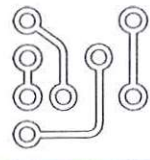
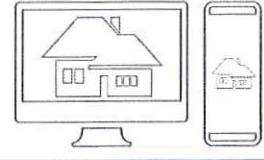
## And Finally - Voting



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## Findings from the Design Thinking workshops

		
<b>User Centred Design</b>	<b>Communication</b>	<b>Education</b>
		
<b>Simplicity</b>	<b>Data Questions &amp; Transparency</b>	<b>Expansion into Housing Portal</b>

## Pre vs. Post Design Thinking Concepts

\* The smaller the building, the harder to install video.

- Alternative - How about a self-compliant survey?
- A lot of folks don't have English as their first language
- 2008 rents went down to 1990's level. e.g for a studio - \$500
- owners dislike Paperwork and logistics involved in section 8
- owners dislike One tenant able to see other tenants' rent
- Owners want imply paperwork for passthroughs by owners
- owners dislike City's lack of empathy to small owners like himself
- Large Property Owners - 100+ owners with 50+ units
- Comments - Housing department users

**Rent Registry recommendations:**

Move in date - **To Owners**

Background - To Tenants - History

The difference is: Costs - **Likes**

unit registry + **Dislikes** - **Policy comments**

Dislikes: - 5% instead of CPI

- owners dislike Abuse of information
- owners dislike Tenant preferences
- Owners want ensure security of information
- owners want insights on good vs bad tenants
- small owners want 5% instead of low CPI level

- Don't have a lobby and don't have a union

- **Tenants (Renters coalition, PACT):**  
- Helped find Private Market  
- Helped find Financial work  
- Helped find Great for purchase

Pre-Design Thinking Concept Cloud

Private - phone

- Police calls
- following rules Define &
- discretionary spending
- damage recovery / suits
- Code Enforcement
- Dr Licence - cable bills
- # of occupants etc
- Expense - # occupants - income
- Fire calls - email - eviction

Community Benefit

Mobile? - bedroom - change Other

- car removal - Libraries
- craigslist scams, etc - renter
- demands served? -
- Schools - expenses - owner
- Info needed for Rent Registry

Post-Design Thinking Concept Cloud



# Affordable Housing Big Ideas

## Community Outreach & Education

- Post info about JIF event computers at public libraries and at all EAFAs
- Post info about application process at all libraries - which also have computers for public
- Schools need to educate kids about housing
- Community resource magazine delivered to all Santa Clara County residences
- All health centers should have info posted about housing app process
- One stop shop explaining affordable, EAFAs, low income rent control, etc
- All community centers at public schools should have info about housing applications - such forms & fairs

## Housing Dept Suggestions

- Fund affordable housing advocate position(s)
- County Help!
- Provide info on advocacy for tenants
- Housing dept need to step it up & get more staff
- Short-term write 'How to apply for affordable housing guide'
- Housing dept should have a community outreach director to set up education opportunities with events at neighborhood leaders
- Housing dept needs more support from Stakeholders

## App / Portals

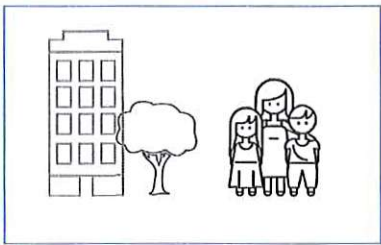
- Online Mobile Application - apply online & receive monthly automated updates
- Application Waitlist Acceptance
- It's kinda like DMVIA - no logins
- DMVIA Plus - still
- Multi-lingual
- Application form to be in multiple languages
- Social Media - leverage existing platform to make waitlist process transparent
- Ability to upload physical info to database - For Property Owner to upload paper applications for system to read
- Wait List App - Track status easily
- Accessible online portal and / or by a phone app

## Campaigns and Community

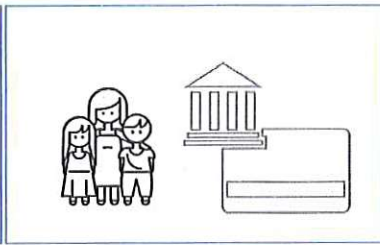
- CSJ Mayor outreach campaign - press conference + commercials - social media strategy on launch of app
- Instructional Video - How to apply to AH - cartoon / fun video in multiple languages Explaining AH landscape, options & opportunities
- Housing Help Booths - portable, used @ all city events
- Guide to Housing 101 (Robot)
- Hola! Hello!
- Rent Info Kiosk - Put in public places

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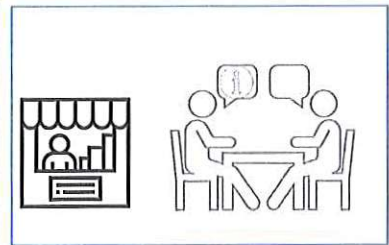
# Affordable Housing Community Engagement



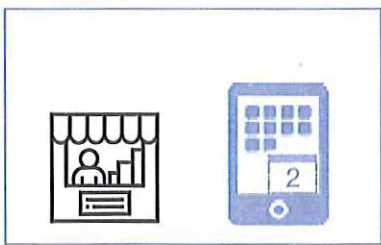
Juanita needs help finding a low income housing apartment.



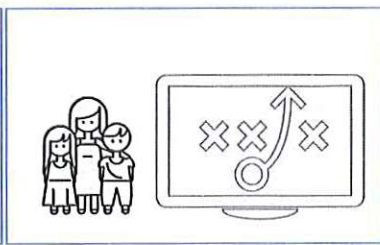
When Juanita is visiting the local library with her children, she sees a City of San Jose Housing Information kiosk



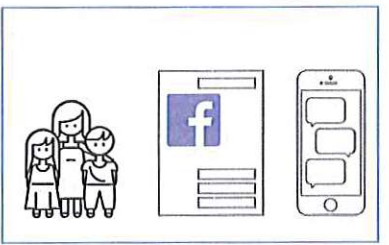
Amy is the volunteer at the kiosk and helps Juanita understand how to use the City of San Jose's housing site (in Spanish), to find and apply for low income housing



Amy also offers Juanita a time tomorrow to come back to get help with the application, and explains the concept of a waitlist



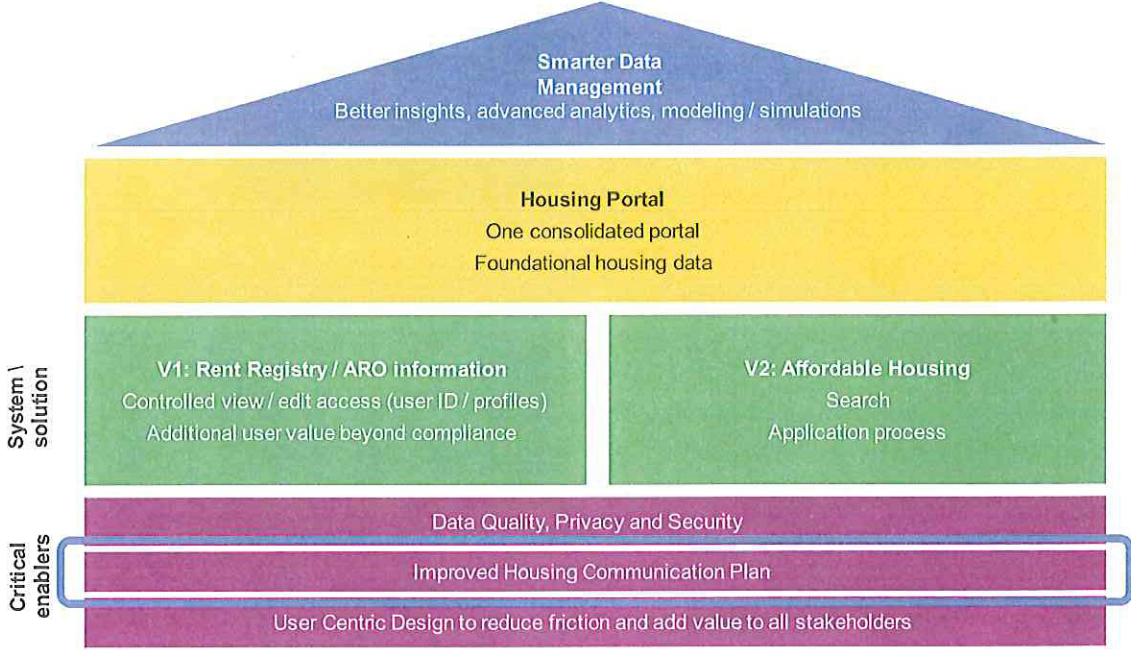
The next day Juanita returns to the Library to meet with Amy again and they find two apartments for Juanita to apply for, using just one application form



While she waits to hear about the Apartment waitlist, Juanita uses Facebook to track waitlist progress. She will be alerted via Facebook messenger when she has been accepted to the next round.

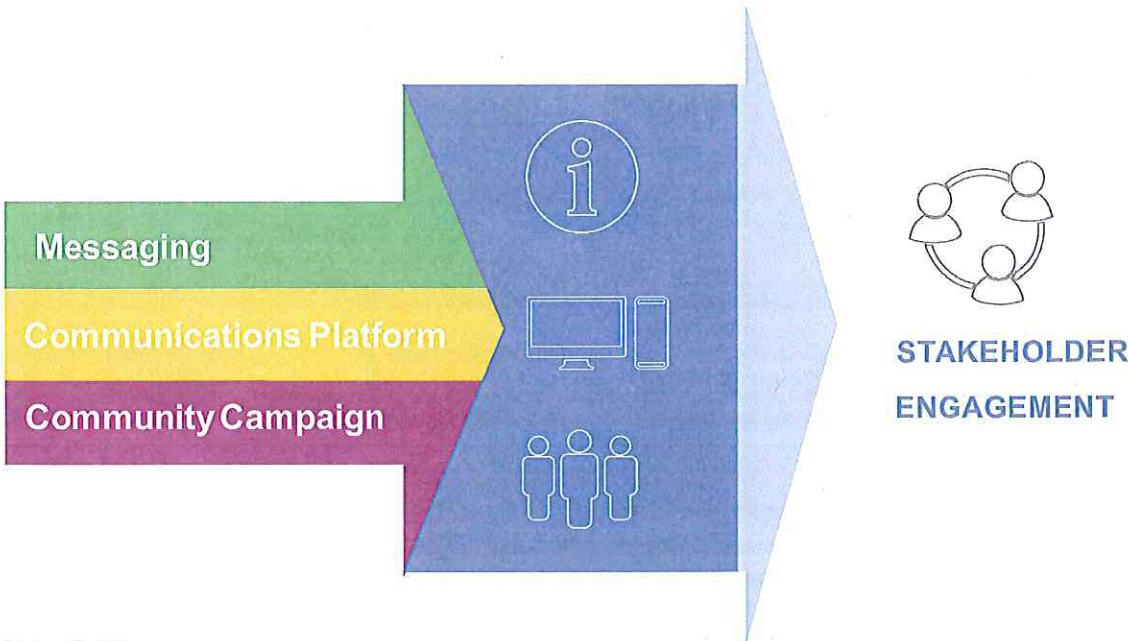
RECOMMENDATIONS

# Overview of recommendations



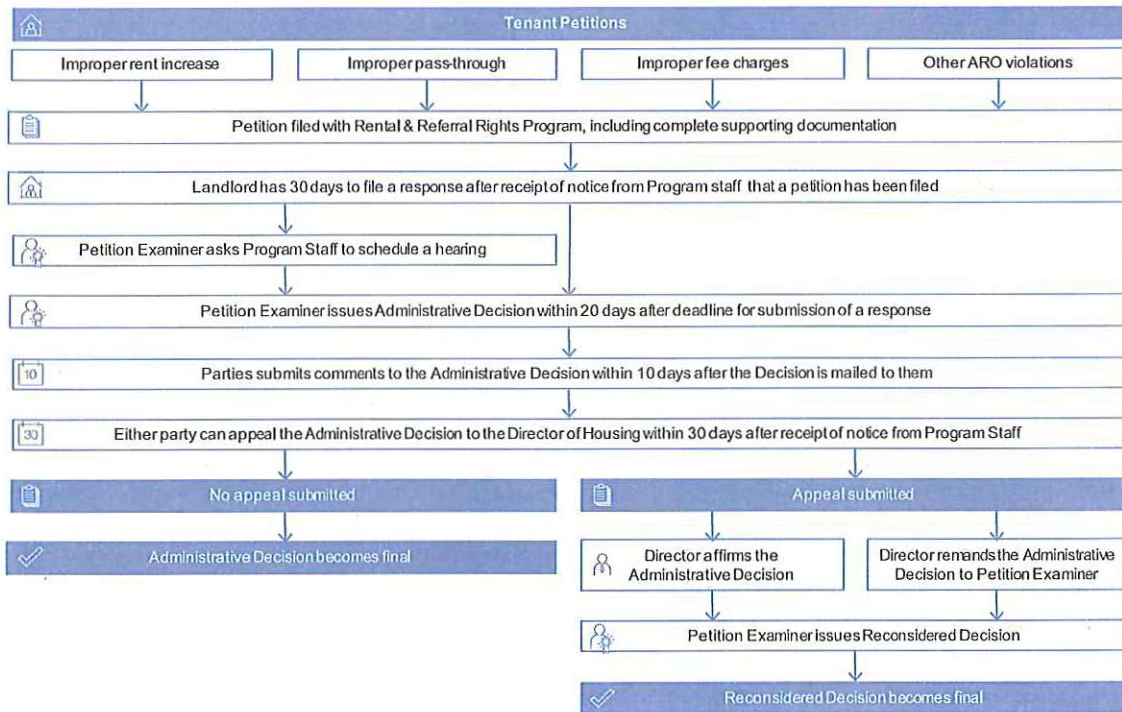
RECOMMENDATION: COMMUNICATIONS PLAN

# Successful approach relies upon 3 key Pillars



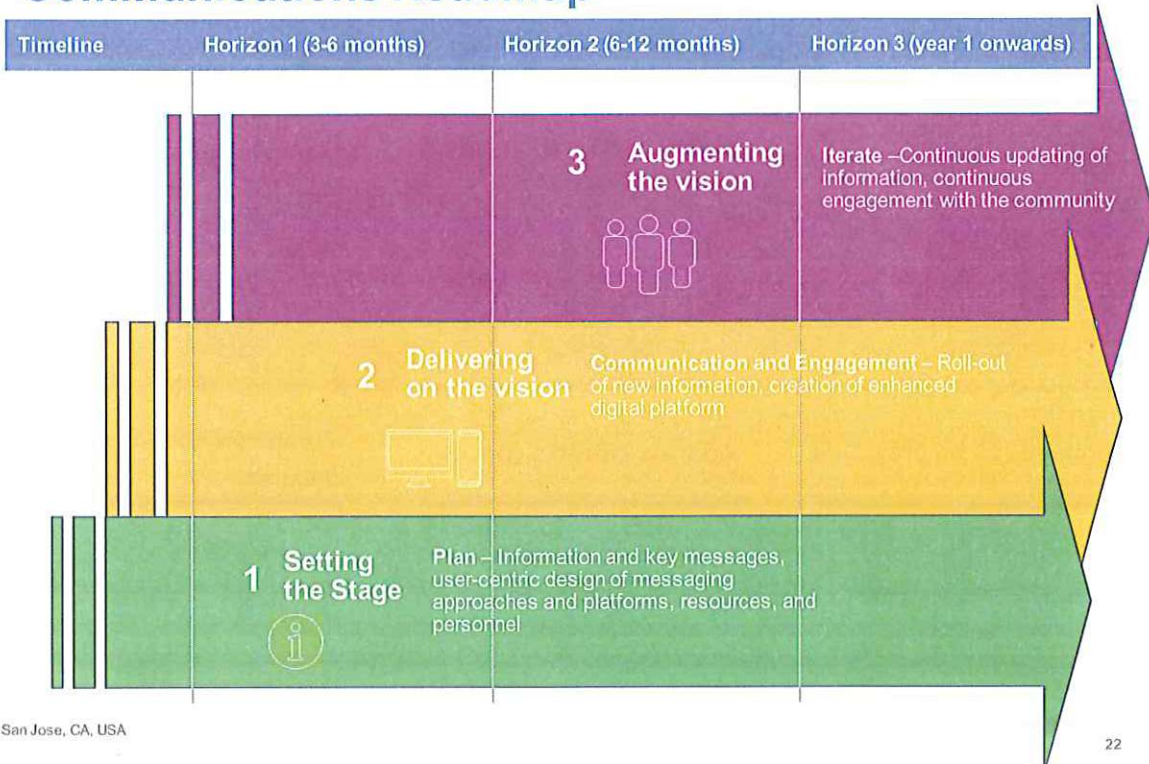
**RECOMMENDATION 2 – COMMUNICATIONS PLAN**

**Example of a Process: Tenant Petition 1**

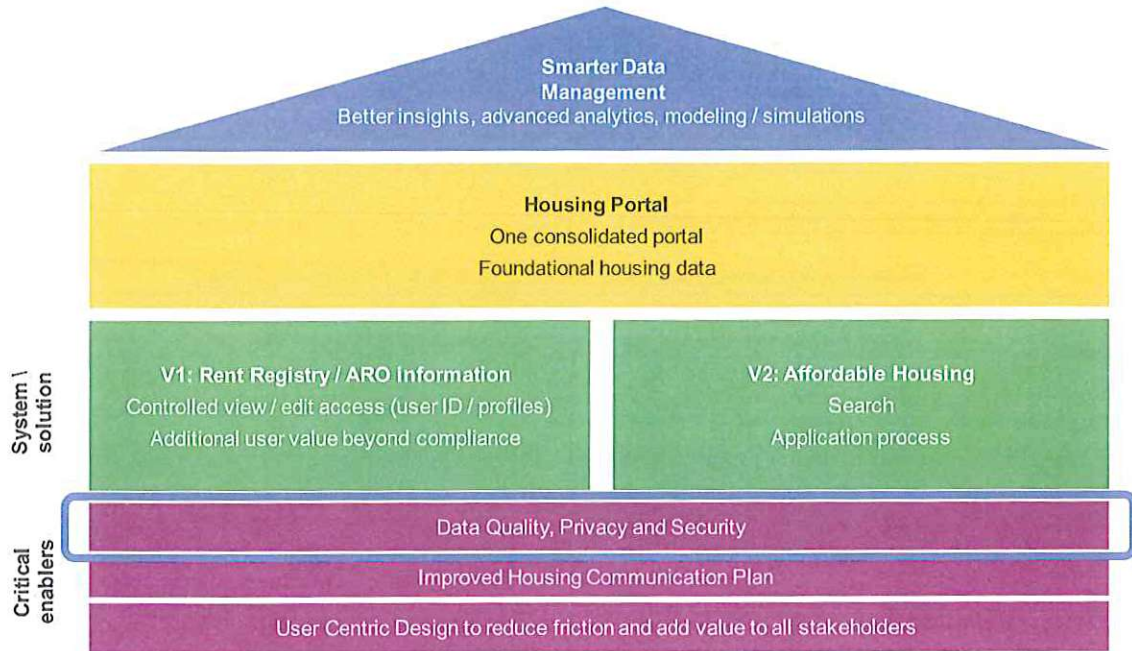


**RECOMMENDATION: COMMUNICATIONS PLAN**

**Communications Roadmap**

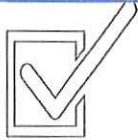


## Overview of recommendations



### Introduce a wholistic Data Quality, Privacy and Security framework

Data cleansed and quality checked at all levels and entities



Master Data Management with Automation



Capture true reason of every interaction



Data needs to be protected

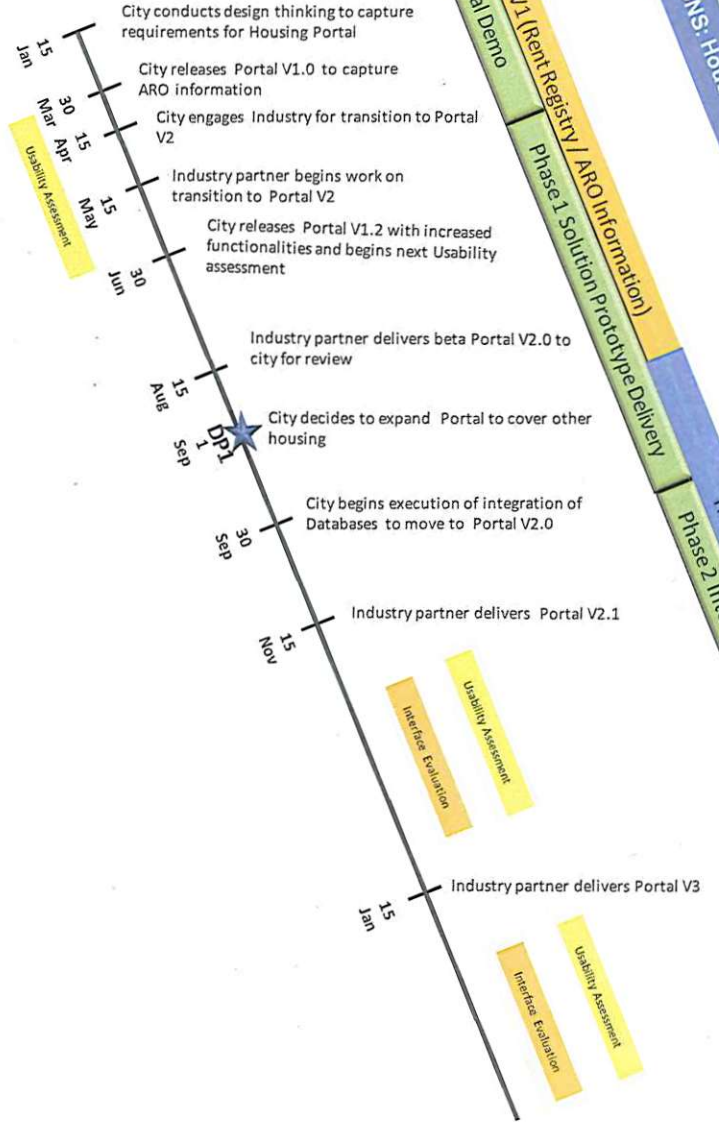


Address citizen's concerns

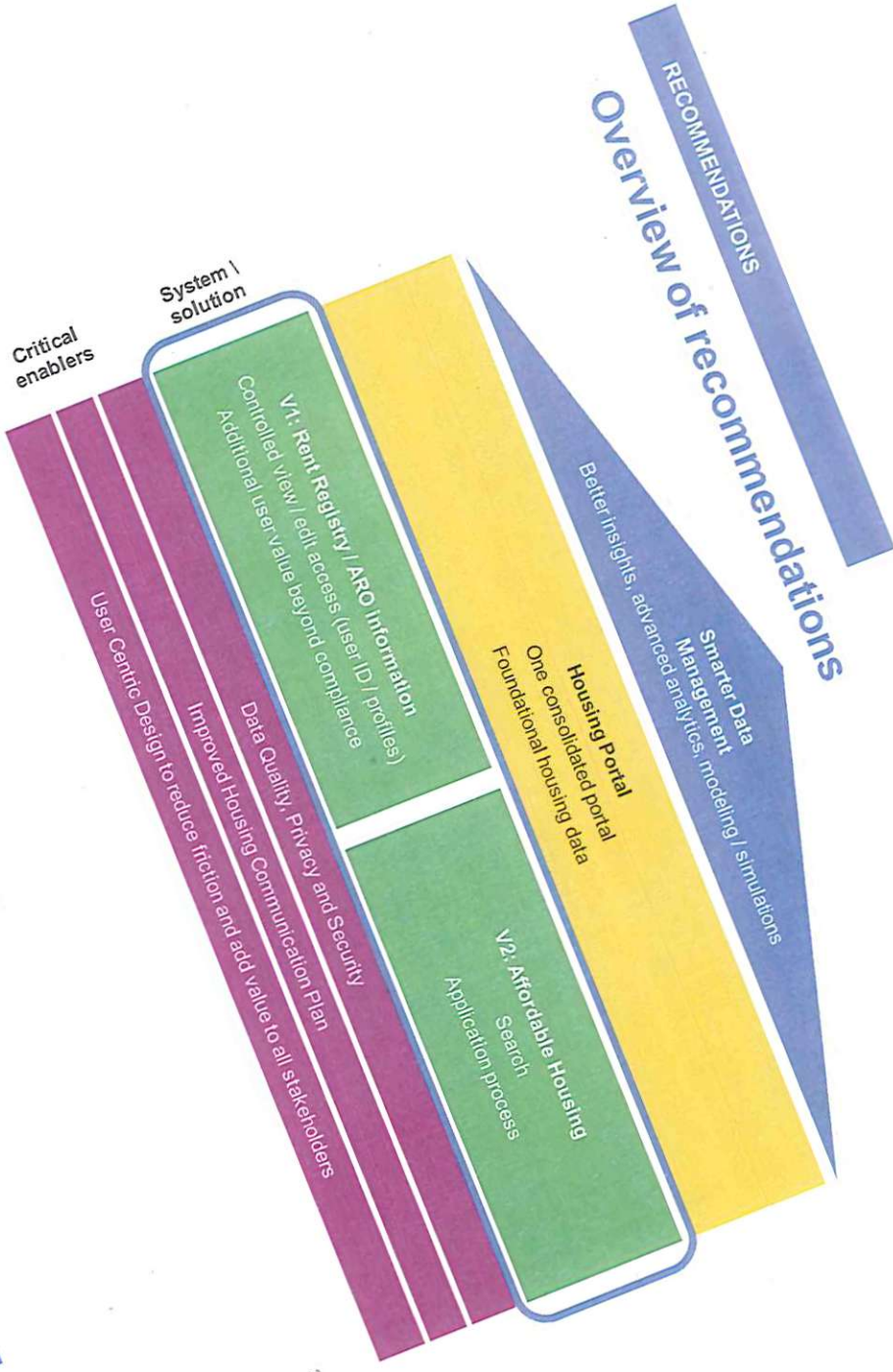


Comprehensive privacy & Security

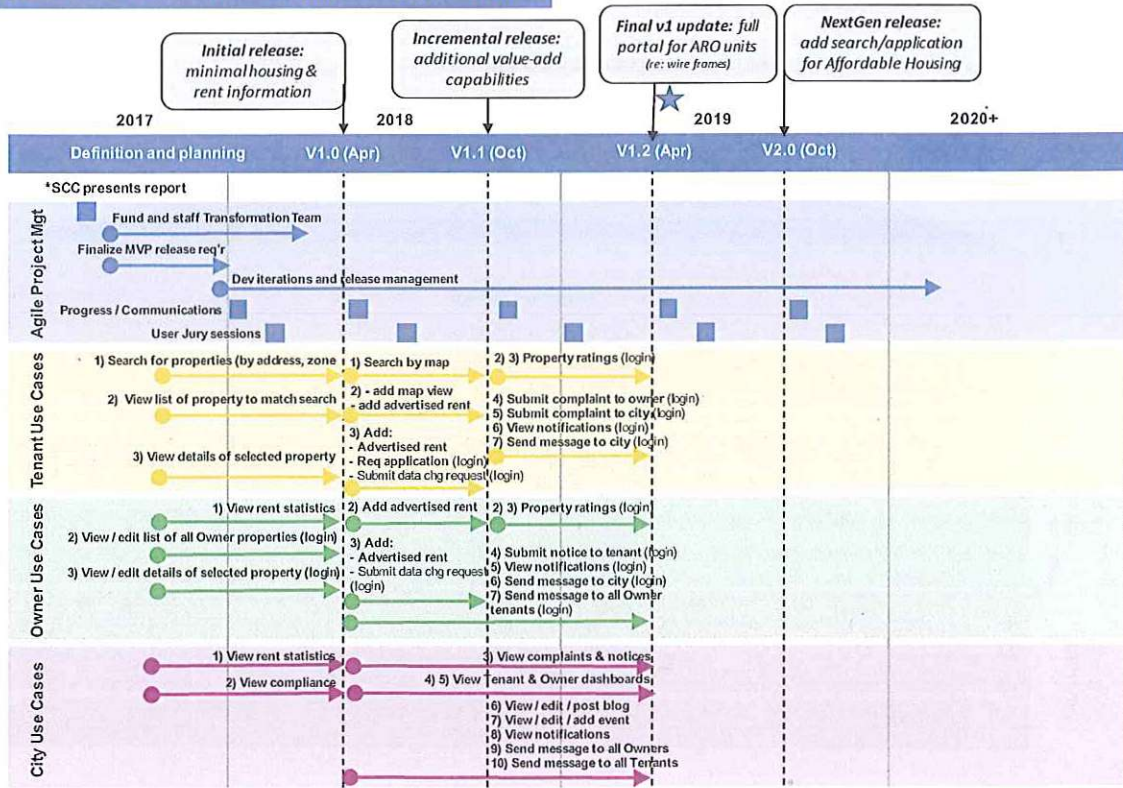




**RECOMMENDATIONS: Housing Portal Roadmap**



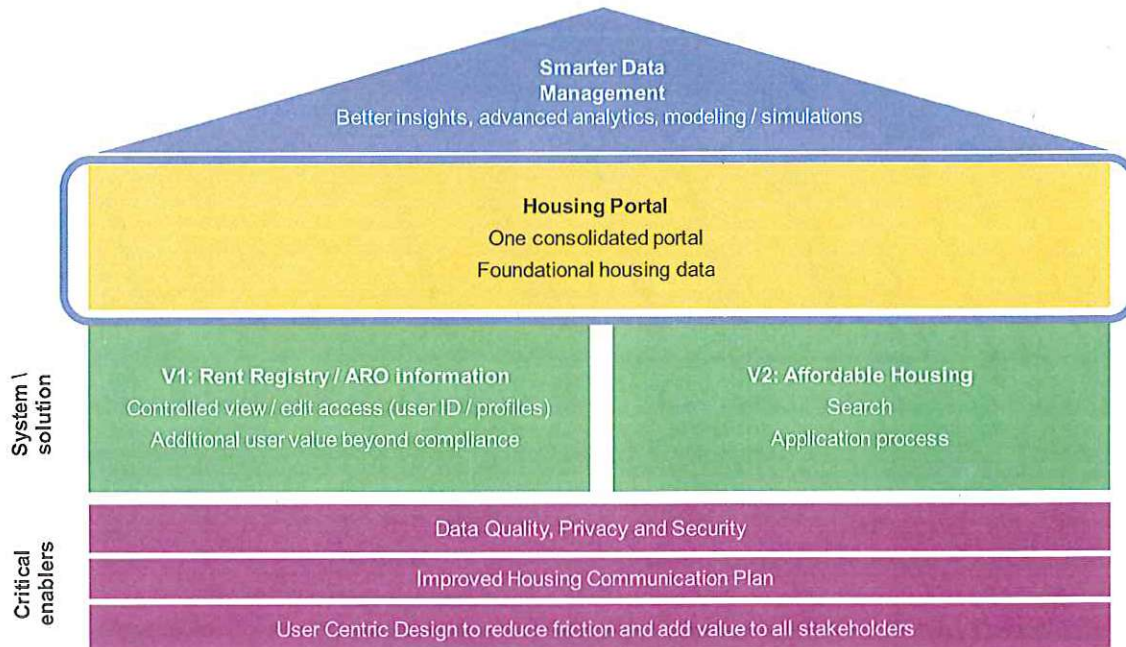
## RECOMMENDATIONS: Housing Portal Roadmap



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## RECOMMENDATIONS

### Overview of recommendations



# The art of possible...

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search

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News

**Revised Apartment Rent Ordinance (ARO) Memo Published**

November 6<sup>th</sup>, 2017

The Apartment Rent Ordinance, found in Municipal Code Chapter 17.23, and its companion Regulations control rent increases on apartments that are covered by the ordinance. At this time, changes have been made to the Apartment Rent Ordinance and additional provisions are in place...

[More details](#)

**Amendments to the Tenant Protection Ordinance (TPO)**

October 26<sup>th</sup>, 2017

The amendments to the Tenant Protection Ordinance reduce the categories of additional family members covered by the exemption to the TPO's allowed eviction for material or habitual rental agreement violation by removing brother and sister. That amendment limits these protections to family members that are a spouse, domestic partner, child, foster child and parent...

[More details](#)

Events Calendar

November							2017 ▾
Su	M	Tu	W	Th	F	Sa	
29	30	31	1	2	3	4	
5	6	7	8	9	10	11	
12	13	14	15	16	17	18	
19	20	21	22	23	24	25	
26	27	28	29	30	1	2	

Understanding the Residential Occupancy Permit Invoicing & Online Registration November 14<sup>th</sup> 6:30-7:30pm

Developer Outreach Meeting to Discuss AB 1506 Land Use Zoning Regulations November 15<sup>th</sup> 10-11:30am

# TENANT



Juan

- Search for housing
- View property ratings
- Request application from owner
- Request update to rent information
- Communicate with Owner and City



SEARCH

Login ▾

juan@tenant.com

\*\*\*\*\*

Tenant ▾

Sign in

[Forgot password?](#) [Create account](#)

### News

#### Revised Apartment Rent Ordinance (ARO) Memo Published

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Understanding the Residential Occupancy Permit, Invoice & Online Registration November 11<sup>th</sup> 6:00-7:30pm

Developer Outreach Meeting to Discuss AS 150% Land Use Zoning Regulations November 15<sup>th</sup> 10:00-11:30am

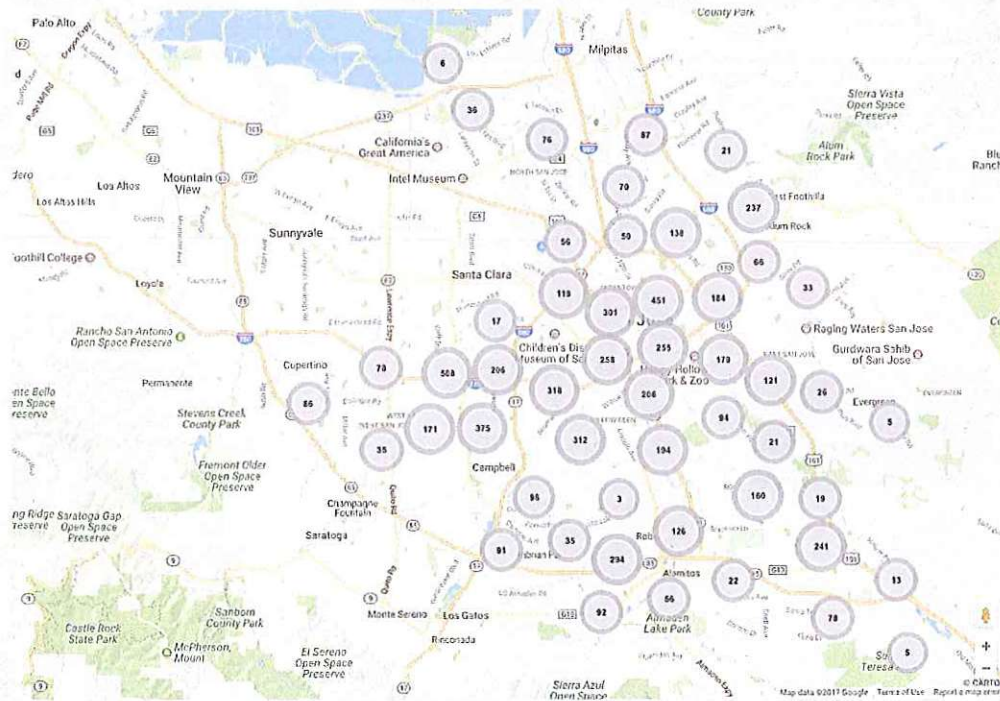


search



All Properties

List  Map



SEND A MESSAGE

East San Jose, available units



All Properties > East San Jose

List  Map

	Address	Zone	Units	Rent	Rating
+	1000 S 71 <sup>st</sup> St San Jose, CA	East San Jose	1 of 3 available	\$1875	★★★★☆
+	1006 Leighway Av San Jose, CA	East San Jose	1 of 4 available	\$2150	★★★★★
+	1003 E Williamson St San Jose, CA	East San Jose	2 of 4 available	\$1800-2200	★★★★☆
+	1040 S 120th St San Jose, CA	East San Jose	3 of 34 available	\$1700-2100	★★★★☆

SEND A MESSAGE

All Properties > East San Jose

List  Map

	Address	Zone	Units	Rent	Rating
+	1000 S 71 <sup>st</sup> St San Jose, CA	East San Jose	1 of 3 available	\$1875	★★★★☆
+	1006 Leighway Av San Jose, CA	East San Jose	1 of 4 available	\$2150	★★★★★
-	1003 E Williamson St San Jose, CA	East San Jose	2 of 4 available	\$1800-2200	★★★★☆



Unit Name	Availability	Advertised Rent	
Unit A	available	\$2200	🗨️
Unit B	occupied		🗨️
Unit C	available	\$1800	🗨️
Unit D	occupied		🗨️

- Accessible
- Laundry service
- Pet-friendly
- Public transport
- Parking

+	1040 S 120th St San Jose, CA	East San Jose	3 of 34 available	\$1700-2100	★★★★☆
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🗨️ SEND A MESSAGE

All Properties > East San Jose

List  Map

	Address	Zone	Units	Rent	Rating
+	1000 S 71 <sup>st</sup> St San Jose, CA	East San Jose	1 of 3 available	\$1875	★★★★☆
+	1006 Leighway Av San Jose, CA	East San Jose	1 of 4 available	\$2150	★★★★★
-	1003 E Williamson St San Jose, CA	East San Jose	2 of 4 available	\$1800-2200	★★★★☆



Unit Name	Availability	Advertised Rent	
Unit A	available	\$2200	🗨️
Unit B	occupied		🗨️
Unit C	available	\$1800	🗨️
Unit D	occupied		🗨️

- Accessible
- Laundry service
- Pet-friendly
- Public transport
- Parking

+	1040 S 120th St San Jose, CA	East San Jose	3 of 34 available	\$1700-2100	
---	---------------------------------	---------------	----------------------	-------------	--

To: [owner-mt3825](#) ▼ ✕

I am interested in Unit C. Please send me the application. Thank you!

Send

All Properties > East San Jose

List  Map

	Address	Zone	Units	Rent	Rating
+	1000 S 71 <sup>st</sup> St San Jose, CA	East San Jose	1 of 3 available	\$1875	★★★★☆
+	1006 Leighway Av San Jose, CA	East San Jose	1 of 4 available	\$2150	★★★★★
-	1003 E Williamson St San Jose, CA	East San Jose	2 of 4 available	\$1800-2200	★★★★☆



Unit Name	Availability	Advertised Rent	
Unit A	available	\$2200	🗨️
Unit B	occupied		🗨️
Unit C	available	\$1800	🗨️
Unit D	occupied		🗨️

- Accessible
- Laundry service
- Pet-friendly
- Public transport
- Parking

+	1040 S 120th St San Jose, CA	East San Jose	3 of 34 available	\$1700-2100
---	---------------------------------	---------------	----------------------	-------------

To: City  X

I am currently in Unit B, and my rent is \$1500. Please update the system for future records.

PROPERTY OWNER



**Sarah**

- Advertise properties
- View future tenant ratings
- Update rent information
- Send Tenant notices
- Communicate with current Tenants and City



sarah@owner.com  
 \*\*\*\*\*  
 Owner ▾  
 Sign In  
 Forgot password? Create account

**Blog**

Revised Apartment Rent Ordinance (ARO) Memo Published November 6<sup>th</sup>, 2017

The Apartment Rent Ordinance, found in Municipal Code Chapter 17.23, and its companion Regulations control rent increases on apartments that are covered by the ordinance. At this time, changes have been made to the Apartment Rent Ordinance and additional provisions are in place...

[More details](#)

Amendments to the Tenant Protection Ordinance (TPO) October 26<sup>th</sup>, 2017

The amendments to the Tenant Protection Ordinance reduce the categories of additional family members covered by the exemption to the TPO's allowed eviction for material or habitual rental agreement violation by removing brother and sister. That amendment limits these protections to family members that are a spouse, domestic partner, child, foster child and parent...

[More details](#)

**Events Calendar**

November							2017 ▾
Su	M	Tu	W	Th	F	Sa	
29	30	31	1	2	3	4	
5	6	7	8	9	10	11	
12	13	14	15	16	17	18	
19	20	21	22	23	24	25	
26	27	28	29	30			

Understanding the Residential Occupancy Permit Invoice & Online Registration November 14<sup>th</sup> 8:30-7:30pm

Brochure Outreach Meeting to Discuss All 150s Land Use Zoning Regulations November 15<sup>th</sup> 10-11:30am

**Owner Properties**

	Address	Zone	Units	Rent	Rating
+	1000 Villanova Av San Jose, CA	West San Jose	1 of 15 available	\$1950	★★★★☆
+	1001 Fairmont Av San Jose, CA	East San Jose	0 of 5 available	-	★★★★★
+	1003 E Williamson St San Jose, CA	East San Jose	2 of 4 available	\$1800-2200	★★★★☆

+ Add a new property

Owner Properties


	Address	Zone	Units	Rent	Rating
+	1000 Villanova Av San Jose, CA	West San Jose	1 of 15 available	\$1950	★★★★☆
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Unit Name	Availability	Advertised Rent	Current Rent
Unit A	available	\$2200	
Unit B	occupied		\$1500
Unit C	available	\$1800	
Unit D	occupied		\$1250

- Accessible
- Laundry service
- Pet-friendly
- Public transport
- Parking

+ Add a new property

 SEND A MESSAGE

Owner Properties

	Address	Zone	Units	Rent	Rating
+	1000 Villanova Av San Jose, CA	West San Jose	1 of 15 available	\$1950	★★★★☆
+	1001 Fairmont Av San Jose, CA	East San Jose	0 of 5 available	-	★★★★★
-	1003 E Williamson St San Jose, CA	East San Jose	2 of 4 available	\$1800-2200	★★★★☆



Unit Name	Availability	Advertised Rent	Current Rent
Unit A	available	\$2200	
Unit B	occupied		\$1500
Unit C	available	\$1800	
Unit D	occupied		\$1250


- Accessible
- Laundry service
- Pet-friendly
- Public transport
- Parking

Cancel

+ Add a new unit

Save

+ Add a new property

 SEND A MESSAGE

Owner Properties

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+	1000 Villanova Av San Jose, CA	West San Jose	1 of 15 available	\$1950	★★★★☆
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Unit Name	Availability	Advertised Rent	Current Rent
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Unit C	available	\$1800	
Unit D	occupied		\$1250

- Accessible
- Laundry service
- Pet-friendly
- Public transport
- Parking

+ Add a new property

To: tenant-ax2531 ✕

Rent is overdue by 2 days. Please consider this a final reminder to pay rent within 72 hours. Thank you!

Send

Owner Properties

	Address	Zone	Units	Rent	Rating
+	1000 Villanova Av San Jose, CA	West San Jose	1 of 15 available	\$1950	★★★★☆
+	1001 Fairmont Av San Jose, CA	East San Jose	0 of 5 available	-	★★★★★
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Unit D	occupied		\$1250

- Accessible
- Laundry service
- Pet-friendly
- Public transport
- Parking

+ Add a new property

To: All Tenants ✕

Water restrictions begin next week. Please be watchful of water usage. Thank you!

Send

search



Owner Properties

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+	1000 Villanova Av San Jose, CA	West San Jose	1 of 15 available	\$1950	★★★★☆
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+ Add a new property					

SEND A MESSAGE

search



Owner Properties

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+	1003 E Williamson St San Jose, CA	East San Jose	2 of 4 available	\$1800-2200	★★★★☆
+ Add a new property					

From: tenant-by4231 ×  
★★★★☆

I am interested in Unit C.  
Please send me the application  
form. Thank you!

Reply

SEND A MESSAGE

## HOUSING STAFF



Selena

[View rent statistics](#)

[View housing department performance](#)

[Post blogs](#)

[Add calendar events](#)

[Communicate with all Tenants and Owners](#)



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City ▾

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### Blog

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November 6<sup>th</sup>, 2017

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October 26<sup>th</sup>, 2017

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[More details](#)

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12	13	14	15	16	17	18	
19	20	21	22	23	24	25	
26	27	28	29	30	1	2	

Understanding the Residential Occupancy Permit, Invoice & Online Registration November 14<sup>th</sup>  
6:30-7:30pm

Developer Outreach Meeting to Discuss All 1505C Land Use Zoning Regulations November 15<sup>th</sup>  
10:11:30am

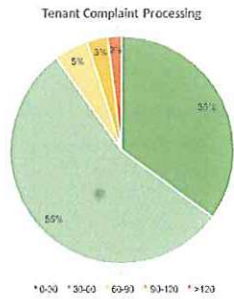
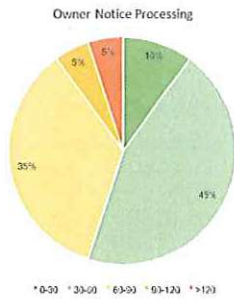


Dashboard



Rent Statistics

Zone	Min	Average	Max
North	\$1900	\$2100	\$2600
South	\$1650	\$1925	\$2050
East	\$1400	\$1895	\$2075
West	\$1875	\$2150	\$2400



Ratings

	Owners	Tenants
0-1	5%	3%
1-2	15%	7%
2-3	25%	10%
3-4	45%	55%
4-5	10%	25%

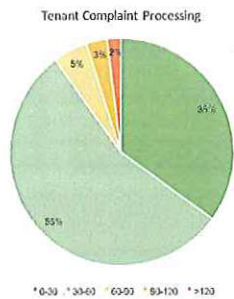
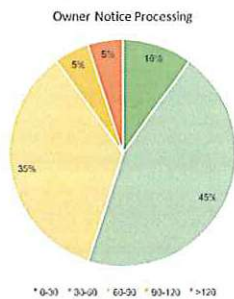
SEND A MESSAGE

Dashboard



Rent Statistics

Zone	Min	Average	Max
North	\$1900	\$2100	\$2600
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Ratings

	Owners	Tenants
0-1	5%	3%
1-2	15%	7%
2-3	25%	10%
3-4	45%	55%
4-5	10%	25%

To: All Tenants

Refinements to TPO are coming up soon. Keep an eye out for a blog post with details. Thank you!

Send

- Create a custom report
- Create a new blog post
- Add a new calendar event

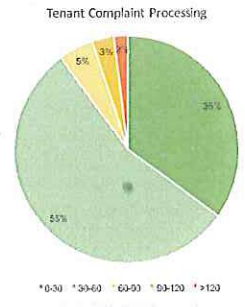
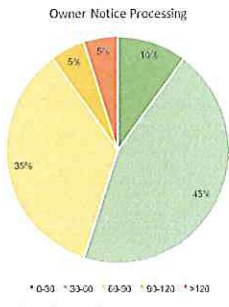
Dashboard

Rent History



Rent Statistics

Zone	Min	Average	Max
North	\$1900	\$2100	\$2600
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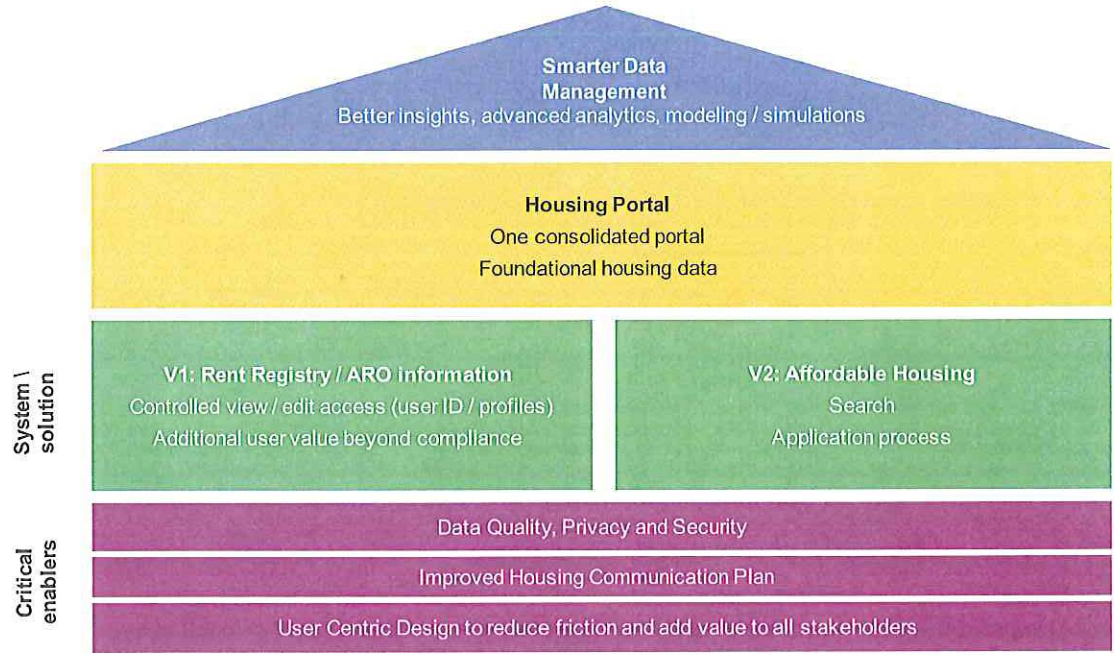
Ratings

	Owners	Tenants
0-1	5%	3%
1-2	15%	7%
2-3	25%	10%
3-4	45%	55%
4-5	10%	25%

SEND A MESSAGE

RECOMMENDATIONS

Overview of recommendations



## CONCLUSIONS

1. **Housing Communications** → important starting point; *dedicated resource*

2. **Data Quality, Privacy & Security**

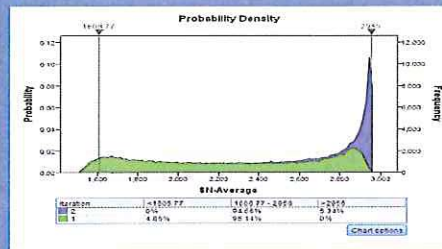
→ Data Governance will require strong private / public collaboration

3. **Housing Portal**

→ *this is NOT a rent registry database....it provides far more value*

→ follow a user-centric design and implementation with *ongoing roadmap*

4. **Smarter Data Insights** → *Great oppt'y beyond just reporting, but modeling / simulation*



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## ACKNOWLEDGEMENTS

Thank you to all of the stakeholders who took the time to meet with us!

Sam	Liccardo	Maria	Jimenez	Ramos	Pinjic	Roshen	Sethna
Shelsy	Bass	Rob	Lloyd	Danielle	Pirslin	Irene	Smith
Zach	Berke	Cheryl	Lubow	Emily	Prado	Arti	Tangri
Dave	Bopf	Tascha	Mattos	Susan	Price-Jang	Fred	Tran
Lindsay	Caldwell	Mollie	McLeod	Theresa	Ramos	Henry	Tsai
Rosa	Cano	Peter	Miron-Conk	Warren	Reed	Rachel	VanderVeen
Ron	Duba	Jacky	Morales-Ferrand	Kathy	Robinson	Sara	Wright
Michael	Fitzgerald	Melissa	Morris	Vince	Rocha	Ann	Wu
Lester	Fontecha	Evelina	Nava	Khanh	Russo	Rick	Wu
Ragan	Henniger	Charla	Neta	Michael	Santero	Alexa	Youssefian
Dean	Hotop	Vu-Bang	Nguyen	Shireen	Santosham	Fereshteh	Zakeri
Bill	Hult	Christian	Ollano	Ken	Schneebeli	Jeff	Zell

Additional thanks to the wonderful people of San Jose who we informally talked to about their housing situations. From wait-staff at restaurants, to clerks in stores, to cab drivers, we appreciated all of their candor and friendliness.

To find out more about the Smarter Cities Challenge program visit:  
[www.smartercitieschallenge.org](http://www.smartercitieschallenge.org)