



# Customer Experience Transformation

May 19, 2026

Lee Wilcox, Assistant City Manager / City Manager's Office

Khaled Tawfik, Chief Information Officer, Information Technology Department

Jeffrey Provenzano, Director, Environmental Services Department

Nichole Ederer, Deputy Director, Customer Experience, City Manager's Office

Kriti Garg, Product and Project Manager, Information Technology Department



# Agenda

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Customer Experience (CX) Transformation Overview

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Approach to Service Improvement

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Service Improvement Spotlight: Junk Pickup

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CX Technology

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Looking Ahead

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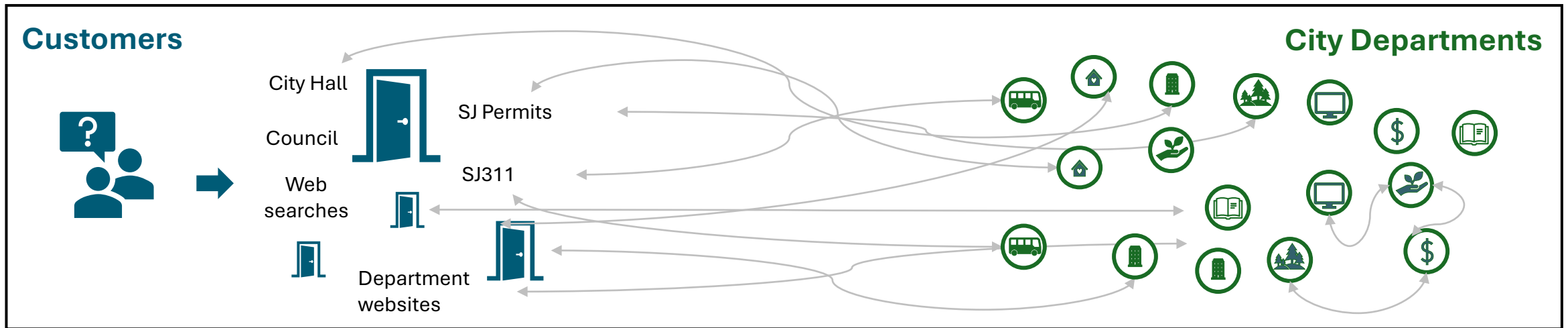
# Customer Experience (CX) Transformation Overview

City Council Meeting May 2026

# The Challenge

The City delivers 74 core services across 259 programs and 20+ departments and offices, but customers do not consistently experience them as one city working on their behalf.

Customers seeking services face unclear pathways and inconsistent experiences across departments. Staff rely on manual coordination and fragmented collaboration across departments.



**Customer Experience Today**

# San Jose Operates Lean

Compared with peer cities, San José maintains one of the leanest operating models among major municipalities, reinforcing the importance of prioritization, modernization, and service delivery efficiency.

City	Population (Approx.)	Total FTEs*	Employees per 1,000 Residents
<b>San José</b>	~970,000	~6,900–7,100	~7.1–7.3
San Diego	~1.4M	~12,000	~8.5
Dallas	~1.3M	~13,000	~10.0
San Antonio	~1.4M	~12,000	~8.5
Phoenix	~1.6M	~14,000	~8.7
Philadelphia	~1.5M	~25,000+	~16+
Denver	~730,000	~12,000	~16+
Seattle	~755,000	~12,000	~15+

\*FTE counts reflect budgeted core city staffing and may exclude part-time, temporary, enterprise, or public safety classifications.

<b>Key:</b>
<span style="background-color: #d9ead3; border: 1px solid black; display: inline-block; width: 15px; height: 10px; vertical-align: middle;"></span> More than 10% bigger than San José's value
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# The Intervention: The CX Transformation

The CX Transformation improves how customers access and navigate City services, and how the City provides those services.



**Culture**

Equip staff to support customers across the full-service journey.


**Organizational Change Management**



**Operations**

Redesign processes and efficiencies to improve coordination and service delivery.

**Business Process Reengineering**



**Technology**

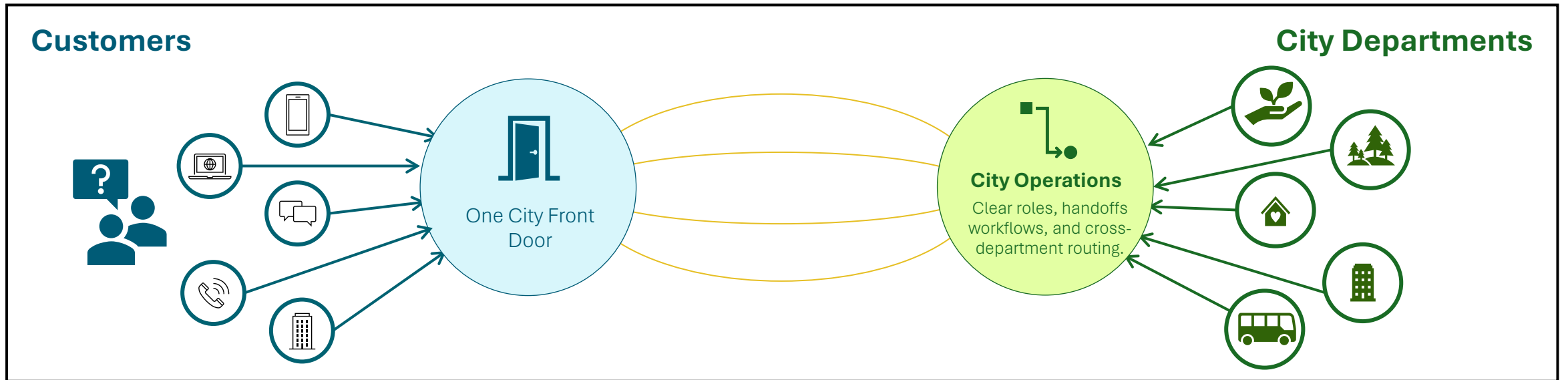
Modernize and improve tools and usability for staff and customers.

**Technology Modernization**

# The Vision

Our residents and businesses deserve services they can trust. By transforming the customer experience, we are strengthening service reliability and making the City easier to navigate.

Behind the scenes, City staff are equipped with coordinated processes, clear roles and workflows, and modern tools that improve collaboration, visibility, and service delivery across departments.



**Customer Experience in the Future**

# What will change?

The CX Transformation will create clearer pathways for residents and businesses and improved tools and processes for staff.

## **For residents and businesses:**

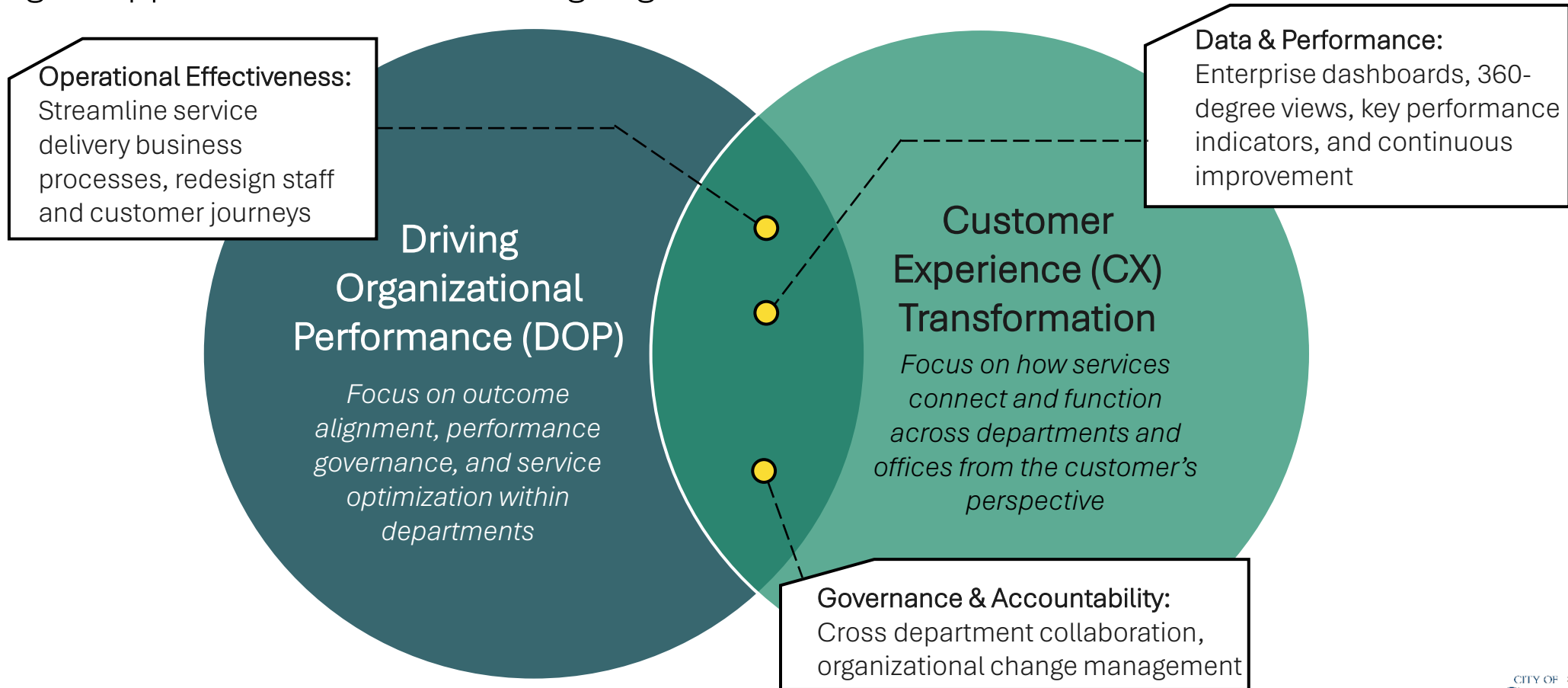
- Clear entry points to access services
- Fewer handoffs
- Improved communications
- User-friendly digital experience

## **For Council and City staff:**

- Better visibility into service status
- Improved collaboration across departments
- Clear accountability
- Streamlined workflows

# Overlap with Driving Organizational Performance (DOP)

While this work is part of the City Manager’s Foundational Strategic Support Focus Area of Delivering an Excellent Customer Experience, it also aligns with and complements the City Manager’s Foundational Strategic Support Focus Area of Driving Organizational Performance.



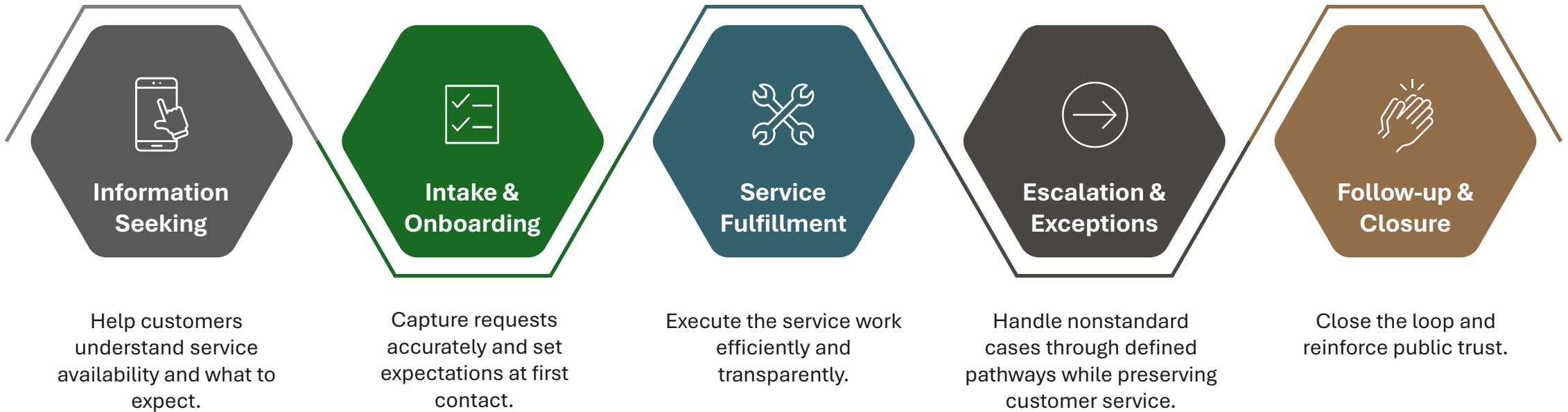


# Approach to Service Improvement

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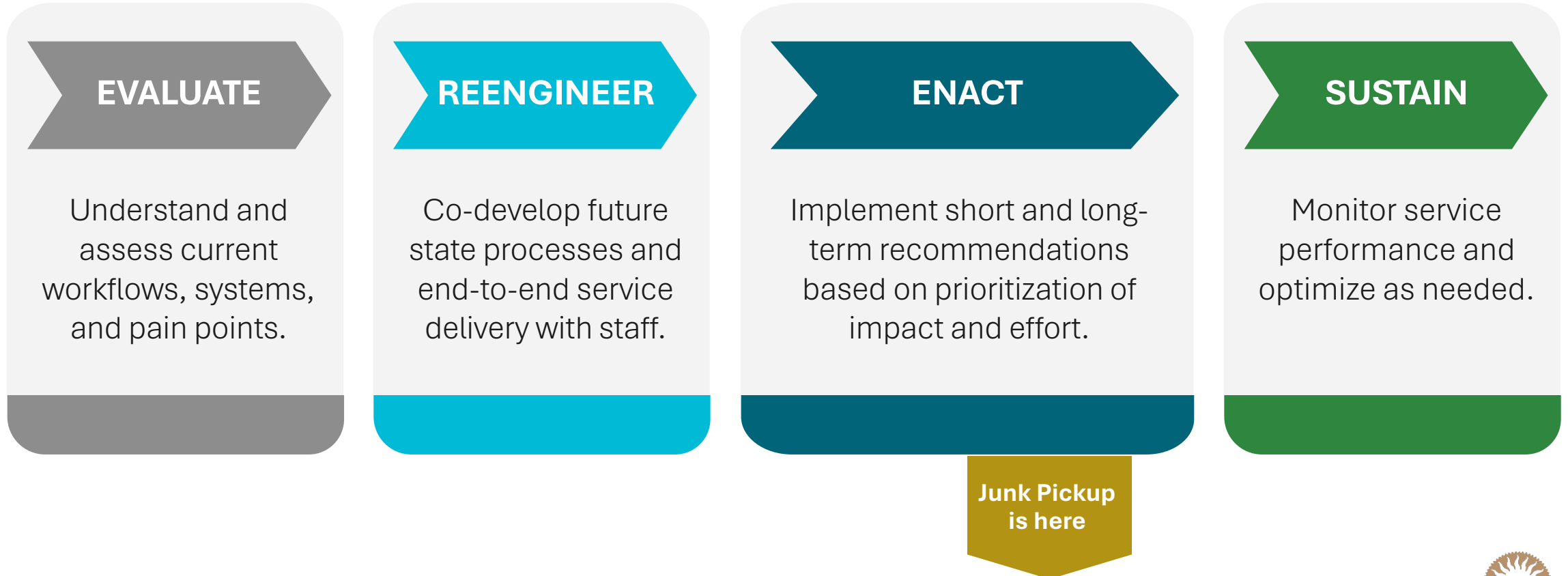
# Service Delivery Lifecycle

The Transformation consistently evaluates City services centered around the customer journey.



# Growing Impact: Service Improvement Approach

The approach will take each City service through an end-to-end service improvement across operations, technology, and culture.





# Service Improvement Spotlight: Junk Pickup

City Council Meeting May 2026

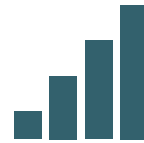
# Service Snapshot: Junk Pickup

The Environmental Services Department provides San José residents with the ability to request unlimited, no additional cost, curbside junk pickup service to dispose of large household items.



**57%** → **68%\***

2025 to 2026  
Customer Satisfaction  
Scores (Target 70%)



**10k**

Average Requests per  
Month via SJ311



**2**

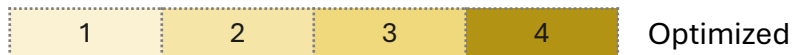
Contracted Haulers:  
California Waste  
Solutions, Green Team

# Service Standard Scorecard: Junk Pickup

The Junk Pickup scorecard provides a consistent, evidence-based view of service maturity across customer lifecycle stages.

	Information Seeking AVG: 3.5	Intake & Onboarding AVG: 2.75	Service Fulfillment AVG: 2.0	Escalation & Exceptions AVG: 3.0	Follow-up & Closure AVG: 2.0
<b>Customer Experience</b> AVG: 2.6	4 Clear, consistent service information available	2 Multiple channels, inconsistent expectations	2 Service fulfillment occurs with limited visibility for nonstandard scenarios	4 Escalations handled with timely follow-up	1 Closure messaging misaligned with outcomes
<b>Process &amp; Governance</b> AVG: 3.0	4 Standardized, clearly defined public process	3 Clear intake but unclear expectation-setting	2 Some inconsistencies with service fulfillment	4 Consistent, well-owned escalation workflow	2 Standardized closure, imperfect decision logic and communications
<b>Technology Enablement</b> AVG: 2.0	4 Website and 311 support clear service discovery	2 System functions with limited integration	1 Systems lack customer-facing visibility	1 Manual tools drive escalation handling	2 Automated closure, limited messaging flexibility
<b>Data &amp; Measurement</b> AVG: 3.0	2 Web visitation data is available but not utilized	4 Intake data captured and utilized for improvement	3 Fulfillment data improving, historically limited	3 Escalation data tracked, though underutilized	3 Survey data collected, imperfect signals

Key – Maturity Level



# Improvements in Progress

The Junk Pickup team is currently working on implementing the following recommendations that focus on addressing customer challenges and provide near-term improvements.



**1. Align and Operationalize Service Outcomes**



**2. Standardize Customer Expectations & Messaging**



**3. Provide Real-Time Missed Collection Feedback**



**4. Establish a Performance Measurement Foundation**

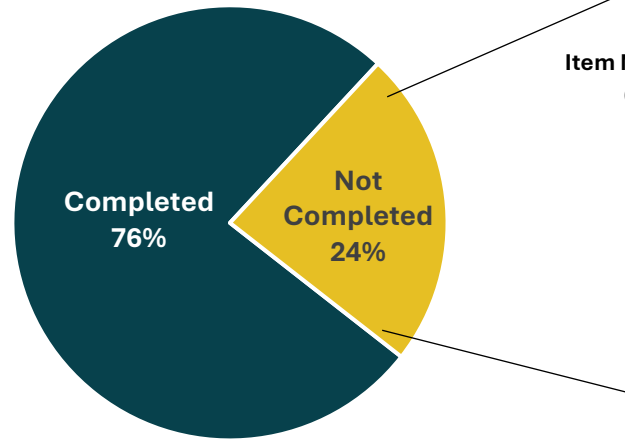
# 1. Align and Operationalize Service Outcomes

## Recent hauler improvements:

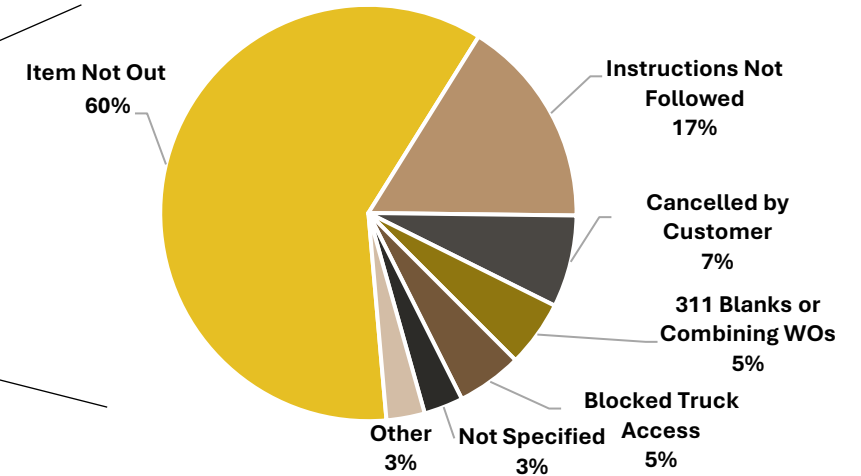
- One hauler has implemented processes to categorize service cancellation and non-collection reasons
- Data has already provided insight into opportunities to strengthen customer expectation-setting
- Partnering with second hauler to understand their ability to track and categorize service outcomes

In February 2026, **76% of requests were completed**, while the **remaining 24% were not completed**, primarily due to items not being set out, instruction-related issues, and customer cancellations.

**Total Requests (N=11,236)**  
February 2026, California Waste Solutions



**Not Completed (N=2,656)**  
February 2026, California Waste Solutions



\*Other includes items not listed set out, above the curb over 3 feet, unacceptable items, truck safety hazards, wrong workorder type, and inaccurate info

# 2. Standardize Customer Expectations & Messaging

Standardizing customer messaging across all channels (SJ311, haulers), updating SJ311 setout instructions for top 40 items, and removing pin drop option

## Current Hauler Emails

Hello,  
It was a pleasure to speak to you today. Please read the following instructions carefully and review the "Bulky/Junk" Item List provided next to confirm what is being picked up.

IF YOU HAVE ANY QUESTIONS ABOUT THE ITEMS YOU HAVE SCHEDULED FOR PICK UP AND/OR THESE INSTRUCTIONS, YOU MUST CALL AND SPEAK WITH A CUSTOMER SERVICE REPRESENTATIVE AT 408-213-7800.

*Please Note: After your initial order placement, you are allowed to call back 1 time only for the purpose of adding items to the list. For the 1 time add on request, you can add up to 3 items. These limits are to protect logistical planning for the route.*

Scheduled Pick Up: <Insert Day, Insert date mm/dd/yyyy>  
Address: <Insert customer site address>  
Item(s): <Insert list of chargeable items from the phone call or 311 email>

**Bulky/JUNK PICKUP SET-OUT INSTRUCTIONS**

*Bulky/Junk pick up service is item specific and the driver will only pick up items that have been listed.*

**SETTING ITEMS OUT**  
All pickups will occur between the hours of 6am and 6 pm on the day scheduled and confirmed by a CWS customer service representative

All junk items scheduled for curbside pickup must be placed **on the street blacktop and beside the curb** near your recycling cart before 6:00 a.m. on the day of pick up.  
**Items must not be placed in a driveway, lean on fences, cars, and/or private property. Items must be 2+ feet away from cars.**

- Customers residing in condominiums must set items next to their building garbage and recycling carts.

Customer Service at 408-282-4400 no later than 3:00PM the **OT REPLY TO THIS EMAIL.**  
XXX, which is our earliest appointment available.  
**PLACEMENT INSTRUCTION**

WINDOW (Please remove before collection day).  
Bundles must be less than 5 feet x 2 feet, no exposed  
le (each bundle or item counts as 1 item).  
together and package bulbs in boxes to prevent breakage. Broken  
rime, Bedframe Side Rails, and Bed Slats must be disassembled,  
x per bundle (Each bundle or item counts as 1 item).  
M-6PM on your scheduled date, please have your items ready  
al may be left behind (piles of material will NOT be collected).  
vehicles, building, mailbox and/or fire hydrant and 2 feet away

- For items placed near your complex's enclosure or garbage bin area: Junk pickup items should be outside the enclosure and cannot be blocked by containers or vice versa to avoid any service interruptions.
- Junk pickup is handled by a different driver/truck than the one that services the complex's garbage and recycling containers.
- If rain is forecasted, please cover any water retaining items with disposable plastic. Water retaining items may get too heavy and are no longer manageable by one person. These items will be left behind and you will need to reschedule a pickup once items are dry.

For detailed placement instructions, restrictions, or questions regarding acceptable junk pickup items, please visit: [www.SanJoseRecycles.org](http://www.SanJoseRecycles.org). You may request future pickups via the San Jose 311 application.

## Updated Hauler Email

Your junk pickup is confirmed. **To guarantee pickup, please follow all instructions below.**

**Address:** <Insert customer site address>  
**Scheduled Pick Up:** <Insert Day, Insert Date mm/dd/yyyy>

- Location:** Place items **on the street** in front of your home, next to your garbage containers. Items must be at least **3 feet away from all objects**.
  - If you live in an apartment or condo, please check with your property manager or landlord on the appropriate setout location.
- Time:** Items must be placed out by 6 AM for collection between 7 AM and 6 PM. Do not place your items out more than a day before your scheduled pickup date.
- Questions?** Need to make a change or cancel? Call Customer Service at <Hauler Number> 2 business days before your pick up date.

**Important! Prepare Your Items to Guarantee Pickup**

- Only confirmed items will be collected.
- Items must be at least 3 feet away from all objects and cannot lean against anything. Do not lean against fences, cars, containers, utility poles or mailboxes.
- Items must be safe to pick up with no sharp edges.
- Do not stack items.
- No glass, mirrors, construction debris, hazardous waste, or items with bed bugs.
- If rain is expected, cover any water-retaining items in plastic.

**Mattress**  
No bed bugs, mold, or fecal matter. Lay flat on street. If raining, cover in plastic. If mattress topper or futon mattress, roll up and tie.

**Chair**  
1 chair = 1 item. Broken/loose pieces must be banded. If upholstered chair and raining, cover in plastic.

**DRAFT**

er. If raining, cover in plastic. If sectional a bed with detachable mattress, remove (m).

be banded/tied together. Each bundle = ger, must be cut down to size. No treated

, max 60 lbs. If wet, max 4 ft x 2 ft. l

ossible, bundle and tie with rope; 60 lbs. d.

**Table**  
Remove any glass or mirror and throw in trash. Bundle/tie any table parts, leaves, and legs. Each bundle = 1 item, max 5 ft x 2 ft, 60 lbs.

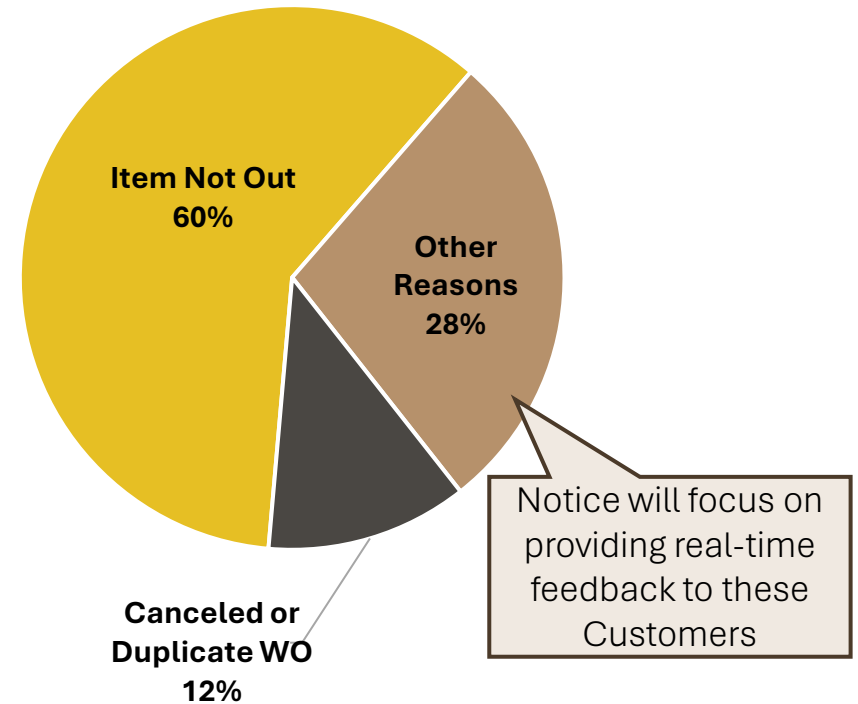
**Appliance**  
No food or liquid inside. Remove glass shelves and throw in trash. Unlock all doors. Tape shut all doors with duct tape or similar. No commercial appliances.

# 3. Provide Real-Time Missed Collection Feedback

## Developing a standardized leave-behind notice

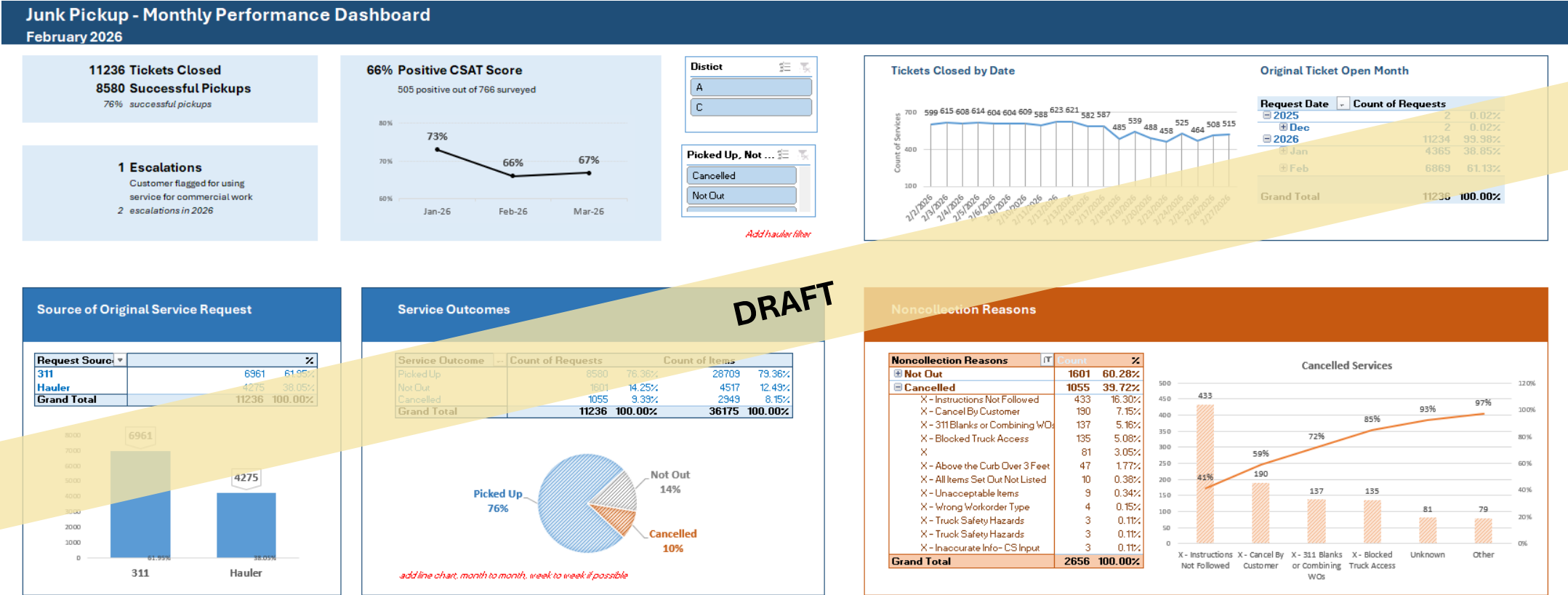
- Co-creating with haulers
- Proactively educate residents on non-collection reasons at the point of service
- Improves customer experience by
  - Setting clear expectations
  - Reducing confusion and dissatisfaction
  - Decreasing follow-up calls to SJ311
  - Enabling customers to correct issues and prepare for successful service on future pickups

**Not Completed (N=2,656)**  
February 2026, California Waste Solutions



# 4. Establish a Performance Measurement Foundation

Identifying key performance measures and building on existing efforts to consistently update and review service metrics for continuous improvement



**DRAFT**

# Potential Future Improvement Opportunities

The project team will explore the feasibility of the following additional opportunities for improvement:

- Illegal Dumping/RAPID Team can view real-time Junk Pickup details
- Staff can see new and updated requests created or adjusted by haulers
- Automated reminders are sent a day before the scheduled pickup date
- Customer can view expected service date, updates, and non-collection reason
- Customers can modify/cancel existing requests in SJ311
- Staff can modify existing tickets and track escalations within the new system
- Updated close-out communication to include non-collection reason, if applicable

***Note:** Several of the recommendations are dependent on improving the data integration between hauler and City applications.*



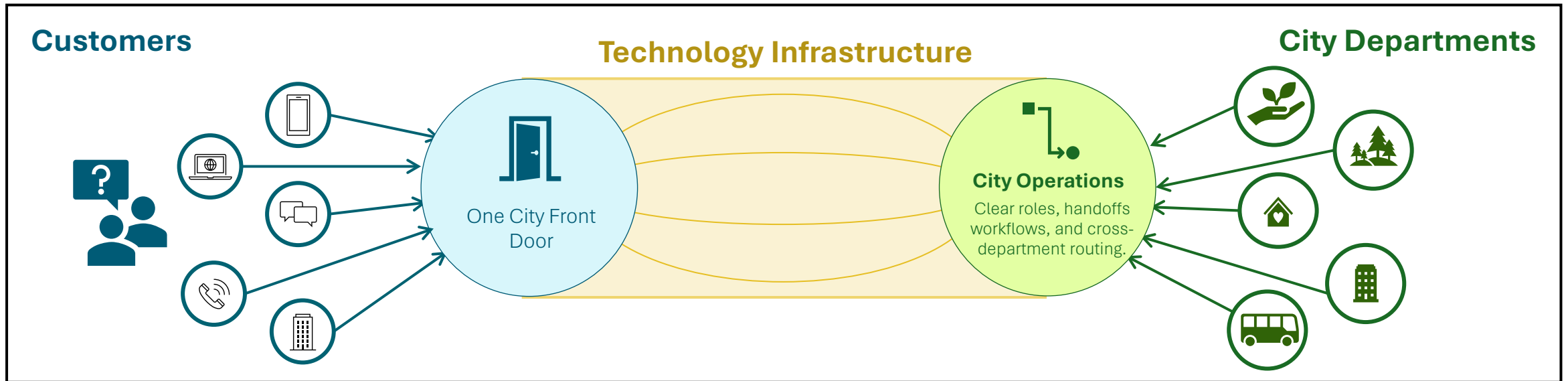
# CX Technology

City Council Meeting May 2026

# The Vision

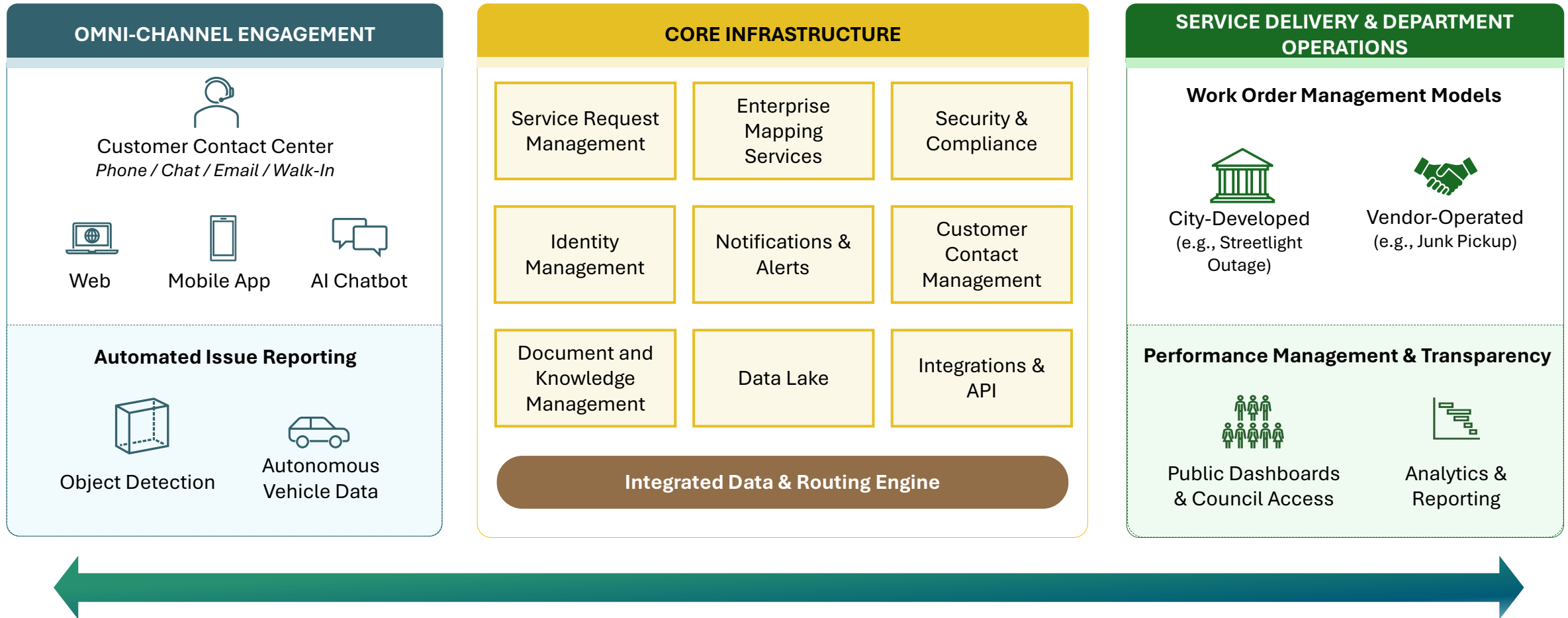
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Behind the scenes, City staff are equipped with coordinated processes, clear roles and workflows, and modern tools that improve collaboration, visibility, and service delivery across departments.



**Customer Experience in the Future**

# Future Technology Infrastructure





# Looking Ahead

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# What can we learn from others?

Peer city benchmarking highlights five consistent lessons about how organizational structure, governance, and accountability shape the effectiveness citywide customer experience models.



## Executive Sponsorship

Cities that place CX under an executive office benefit from stronger mandate, faster escalation, and greater departmental responsiveness



## Data Enablement

IT-led models can strengthen data and digital capabilities but can dilute end-to-end CX focus.



## Department Accountability

Dedicated liaisons and customer centric metrics are essential for Service Level Agreement enforcement, escalations, and follow-through.



## Service Consistency

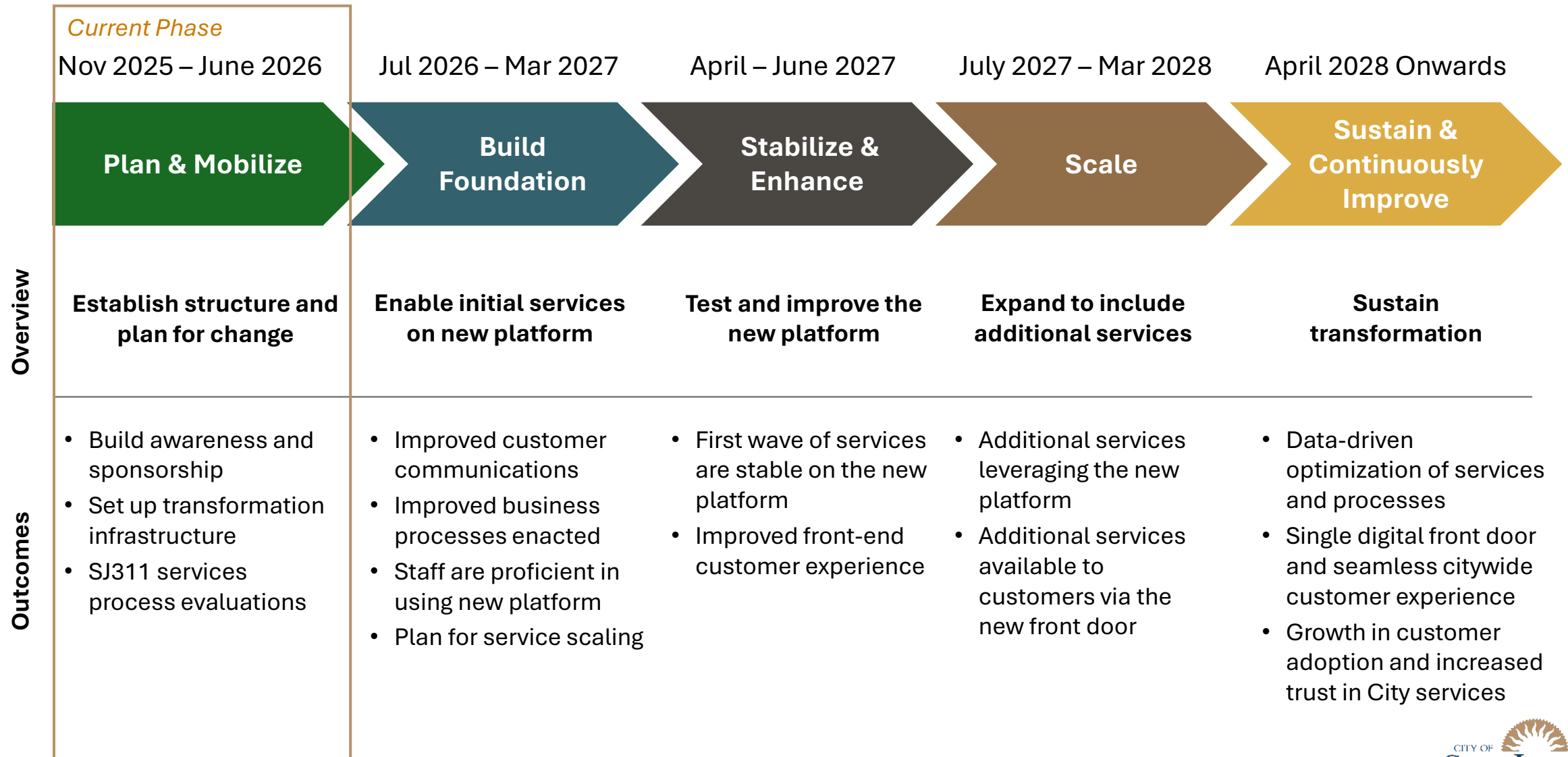
Decentralized structures increase flexibility but often reduce consistency and enterprise visibility.



## Operational Sustainability

Long-term CX performance requires clear escalation paths and dedicated CX improvement roles.

# How we're getting there



# Closing



## **Residents expect one coordinated City.**

We are redesigning services around the customer journey – not departmental silos.



## **This is a comprehensive modernization effort.**

The CX Transformation aligns culture, operations, and technology to improve reliability and accountability.



## **Better coordination drives better performance.**

Clearer processes, shared data, and coordinated service delivery improve efficiency, transparency, and public trust.

The goal is simple: make City services easier to navigate and more reliable for residents and businesses.