

Exhibit 4

Transition Plan

1.1 Pre-Outreach and Education: 6 Months before Start

Pre-Outreach and Education Phase Tasks and Timelines

Task	Description	Timeline	Owner
Launch First Education and Outreach	Design community-specific marketing collateral and submit for County approval.	6 months before start	Marketing and Communications
Website	Develop a community-specific website	Launched 6 months prior to the start of service	Marketing and Communications
Town Hall Events	Engage the community during in-person or virtual events to review services and timelines	6 months before start	Outreach and Education
Subscription Order Form	Mail first Subscription Order Form / Visit all MFD to access service needs	90 days before start	Outreach and Education
Container Delivery Plan	Communicate container delivery plan to County staff and community	90 days before start	Operations and Government Affairs
Establish a Community Partnership	Contractor will partner with the Chamber of Commerce, Community Groups, and Educational Institutions to engage the community	90 days before start	Government Affairs and County staff

Launch Education and Outreach Campaign

Contractor will begin pre-outreach and education six (6) months before service starts.

Contractor will utilize and Contractor is currently active on these platforms:

- Facebook
- Instagram
- YouTube
- LinkedIn
- Website

Contractor's marketing team will also develop customized community hardcopy collateral to help onboard successfully.

Website

Contractor's website will be expanded to serve as the central hub of service implementation information and recycling resources. As service implementation begins and pre-outreach launches, customers will be able to review service offerings, chat with customer service representatives, and request service via self-service options.

Community Events: Town Hall Meetings

Contractor will engage the community to raise awareness of the upcoming service implementation. Ninety (90) days before service starts, Contractor will deploy recycling coordinators (RCs) and host town hall meetings live and/or virtually to help spread the word.

Contractor will host a series of events within 90 days of the start of service.

Throughout the contract's life, Contractor will host one community event per quarter, or as the County deems necessary.

Before starting service and concurrent with pre-outreach and education, Contractor will work with the departing service provider to secure current customer lists and bin counts.

Contractor will leverage Contractor's relationships to obtain the most accurate customer lists possible so that customers do not experience service disruptions.

To ensure every customer's information is collected, Contractor Recycling Coordinators will be deployed to conduct waste assessments of all MFD accounts.

Community Partnerships

Contractor will engage the community to ensure customers are aware of the service transition and important dates.

Contractor will collaborate with the incumbent service provider to obtain billing information, service levels, and customer location information.

Contractor will arrange a meeting between the County, the incumbent service provider, the Contractor's key stakeholders to acquire the said information.

Subscription Order Form

Contractor will mail customers a "Subscription Order Form" with a postage-paid return postcard. In addition, Contractor can also facilitate a "Digital Campaign" to obtain preferred levels of services. Both campaigns will include new service offerings, container options (size and quantity), and rate structure.

The form will be mailed out ninety (90) days before the start of service. Contractor will obtain County approval for any collateral mailed before distribution. The form will provide residential customers an opportunity to select the size and quantity of trash, recycling, and green waste carts.

If no selection is made, or the customer is unresponsive, Contractor will provide customers the default standard bundle selection, but will always provide customers an opportunity to increase or decrease sizes and quantities based on their needs.

For MFD customers, Contractor will distribute a form via mail and follow up with a waste assessment. Recycling coordinators will conduct the assessments within 60 days of the service start date—more information on waste assessments is available in the next phase of the Service Implementation Model.

The subscription form will request the following information from MFD customers during a site visit:

- Customer Name and Contact Information
- Service Address
- Location Type (residential, commercial, multifamily dwelling)
- Containers on-site, quantities, and Size of Containers
- Frequency of Service
- Currently Recycling and Recycling Recommendation

- Food Rescue Opportunity

1.2 Site Assessments Phase: 90 Days before Start

Contractor will dedicate recycling coordinators and route auditors ninety (90) days before the start of service for site assessments. Contractor will assemble a team of forty-five (45) recycling coordinators ("RCs") and five (5) route auditors ("Ras") to visit customers. Before starting services, they will visit each site to conduct a waste assessment, conduct community events, and conduct audits before initiating Contractor's container delivery plan.

Below are the tasks associated with the Site Assessment Phase of the Service Implementation Model.

Site Assessment Phase Tasks and Timelines – 90 days

Task	Description	Timeline	Owner
Site Assessments – Phase I "Boots on the Ground"	Visit sites to conduct an initial waste assessment	90 days before the start	Recycling Coordinators
Community Events: Town Hall Meetings	Conduct meetings at local events, fairs, and host recycling training. If necessary, continue offering virtual events	90 days until the start of service	Recycling Coordinators
Route Audits	Conduct route audits to ensure assumptions are correct and, if necessary, make adjustments	45 days before the start	Route Auditor, Operations Manager, Supervisor, and Logistics Representative
Initiate Container Delivery and Removal Plan.	Start to deliver residential and MFD containers	30 days before the start of service	Operations and 3 rd party
Conduct County Staff Cross-Training	Contractor will train County staff on Contractor GPS and other applicable systems	30 days before the start	Outreach and Education Team

MFD Site Assessments First Attempt

The second task associated with successful service implementation is site assessment or "boots on the ground." Contractor RCs and route supervisors to help educate customers on the new service offerings. While onsite, the RCs will survey sites to:

- Verify account information
- Educate customers on self-offerings
- Assess waste streams
- Take inventory of container quantities and sizes
- Review recycling resources
- Identify food rescue opportunities

Recycling Coordinators will also make recommendations on reducing waste, recycling best practices, and repurposing and donating food to limit waste, when appropriate. Contractor is committed to assessing 400 customers per month. Each customer will be divided into County subsections to manage the transition best. Assessments will begin 90 days before the start date.

While RCs educate customers on service levels, they will also support the operations team in delivering containers to residential and MFD properties. Site assessments and container delivery schedules will initiate 60 days before starting the contract and will continue for two weeks after the new services' official launch.

Container Delivery Plan

To prepare for the delivery of new containers and remove old containers, Contractor will conduct a parcel audit immediately upon award to account for all residential customers. During the parcel audit, Contractor will work with the incumbent hauler to secure a customer database and determine how many multi-family units use carts or bins. The parcel audit will include a desktop audit to compare previous hauler and/or County data against the County parcel listing.

Upon awarding the agreement, Contractor will work to procure the rental of a temporary yard within the County to stage containers to facilitate the delivery of new containers and remove old containers, ultimately to minimize or to eliminate disruption to customers.

The data will serve as an identifier for discrepancies between databases. If differences are identified, Contractor will dispatch a route auditor to confirm data visually. Upon audit completion, Contractor will compile an accurate mailing list to conduct outreach to residents.

Container Counts and Delivery Plan Table:

Line of Business	Manufacturer	Delivery Start Date	Color
Residential	Rehrig Pacific	60 days before the start	Trash – Black Lid Recycling – Blue Lid Green/Organics – Green Lid
MFD	Consolidated Fabricators	30 days before the start	Trash Bins – Grey Recycling Bins – Blue Green/Organics Bins - Green

Contractor will review the container delivery plan with the County 90 days before services start. The County will be able to make recommendations to fit the needs of the community.

Residential Container Delivery

Contractor will deliver and remove residential carts and MFD bins. Cart delivery will commence during the site assessment phase and continue past service start. Contractor will prepare a container delivery and removal schedule for approval by the County.

The residential container delivery schedule will be mailed to customers. Additionally, the schedule will be shared on various media, including social media, websites, and print ads, to ensure all customers have visibility to the timeline.

Residential customers will have their carts delivered the day before their service day to allow them to put out old carts for service. The old containers will be serviced and removed on the following service day.

Multifamily Container Delivery

Contractor will order all necessary containers (size 32-96 gal., 1.5 & 3 cubic yards) for MFD (refuse, recycling, and organics) customers and County facilities. Contractor will dedicate five auditors to visit customers 90 to 120 days in advance of service initiation. The auditors will work to confirm the current bin size and quantity and any special circumstances.

3040 Concurrently, Contractor will also conduct a parcel audit to ensure locations are identified in the provided
3041 data. Contractor will work with the incumbent hauler to deliver a new bin and remove the old container
3042 simultaneously to avoid service disruption.
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3044 Contractor proposes to deliver an Contractor grey bin, remove the incumbent hauler's bin, and then drop
3045 off the incumbent hauler's bin at the Contractor staging facility. The incumbent hauler will retrieve their
3046 containers at a central point. The plan will minimize disruption to the customers while reducing
3047 operational expenses to the incumbent.
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3049 Contractor would begin exchanging containers two weeks before service commencement if the
3050 incumbent hauler can agree on service schedules. As containers are delivered, the incumbent's
3051 containers will be removed to ensure a smooth transition between service providers.
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3053 **Route Audits**

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3055 Contractor' operations and logistics teams will collaborate on route audits. The audits' goal is to ensure
3056 the operational assumptions as correct and make adjustments if necessary.
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3058 Contractor will run mock routes to ensure routes operate efficiently and effectively before services start.
3059 Contractor will also offer bundled packages to promote reductions in in-service day frequencies. In other
3060 words, Contractor will strive to reduce the number of trucks in the field without impacting service.
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3062 Contractor uses its fleet management technology to track and monitor the driver's effectiveness in
3063 running routes. Contractor will periodically adjust routes to reduce logistical redundancies.
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3065 Contractor will cross-train County staff on Contractor' terminology, processes, and applications.
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3067 **1.3 Service Starts**

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3069 Once service has been established for residential and MFD customers, they will have completed a waste
3070 assessment or have had an opportunity to participate in one. If not, Contractor will maintain Contractor's
3071 "Boots on the Ground" approach to ensure customers have a chance to adjust service levels, container
3072 sizes, or quantities. Contractor will deploy one supervisor per collection vehicle during the first week of
3073 service to ensure services are being rendered to all customers. If any adjustments are needed for
3074 services, the route supervisors will contact a recycling coordinator to engage with the customer on the
3075 day of service. If the customer requests service changes, Contractor will facilitate the change within 24
3076 hours.
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3078 Contractor will also begin the daily check-ins with assigned Public Works and County staff. The goal is to
3079 communicate and accommodate special requests generated directly from the County. Contractor will
3080 maintain an open line of communication with County staff during this transition time and throughout the
3081 life of this Agreement.
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3083 **Service Start Tasks and Timelines**

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Task	Description	Timeline	Owner
Site Assessments – Phase II "Boots on the Ground"	Continue site assessments and quality checks	Two weeks before and after the start of service	45 Recycling Coordinators
Education and Outreach Programs	Launch second phase of Education and Outreach Programs	2 Week before Start Date	Subject Matter Experts
Adjust Service Levels	Customers will have additional opportunities to adjust container size and quantities	Ongoing	Dedicated Customer Service Representative, 5 Route Auditors, and Recycling Coordinators

Route Audits	Conduct route audits to ensure assumptions are correct and, if necessary, make adjustments	2 weeks after the start of service	5 Route Audits, Operations Manager, Supervisor, and Logistics Representative
Quality Checks	Utilizing Mobile-Pak, operations will ensure excellence in service	Start of service and continuous	5 Route Audits, Operations Manager, Supervisor, and Logistics Representative
Displaced Employees	Contractor will extend employment opportunities to displaced employees	30 days before the start of service	Human Resources

Site Assessments – Second Attempt

To ensure that every customer has an opportunity to select the optimal service level, Contractor will continue to visit sites two weeks before and two weeks after the services start. Contractor will make reasonable efforts to visit customers three times to conduct waste assessments.

Outreach and Education

Beginning two weeks before the start of service, Contractor will launch its second phase of its comprehensive Outreach and Education program. This program is geared towards education customers of the importance of recycling and reducing waste, which a special emphasis on organics waste recycling.

Adjust Service Levels

Customers will have the opportunity to contact Contractor to adjust the sizes and quantities of containers utilized. Contractor will have a dedicated customer service team over the phone and at the Ventura County Sustainability Center to support container adjustments and service inquiries. Additionally, Contractor will continue to have Route Auditors and Recycling Coordinators in the field to engage with Contractor's new customers in recycling best practices through the service implementation period.

Route Audits

On the day services start, Contractor will have a dedicated team of five route auditors reviewing operational data to ensure Contractor route as efficiently as possible. Contractor will strive to reduce redundancies to minimize Contractor's environmental impact and eliminate unnecessary routes. The auditors will review routes, work orders, tonnage reports, and driver initiated service exceptions. For two weeks after the start of service, RAs will follow collection vehicles to verify effectiveness and efficiency. Contractor will continue these efforts well past the service start date. Route audits will be conducted periodically to promote operational effectiveness and foster safety in the community, all striving to minimize service day frequencies.

Quality Checks

Contractor will use the collection vehicles equipped with the latest in fleet onboard computer technology, called Mobile-Pak, to ensure Contractor provide services to all customers. Mobile-Pak is designed as the primary vessel for communications between operations and customers to ensure service excellence.

The Mobile-Pak Tracking System gives drivers the ability to generate service verifications and report service exceptions. Drivers can document service exceptions with a geocoded image and report it back to the customers via automated processes. Drivers can also communicate with customer service to provide service verification with photos, and report service obstructions, overfilled containers or contamination. The tablet also provides GPS vehicle coordinates, thus providing customers and dispatch Contractor's entire fleet's real-time visibility.

Contractor will also extend its call center hours of operations and personnel in the field will be available to answer questions. Contractor will offer a multi-channel service available during extended hours for the transition and beyond. More information on the enhanced customer experience is available in the Customer Service Plan.

Contractor is committed to giving current contractor employees a fair and equal opportunity for employment with Contractor. If hired, these employees will receive equal or higher wages, along with a potential sign-on bonus. Employment will be extended for a period of no less than 90 days as provided in Chapter 4.6, Sections 1070 through 1076 of the California Labor Code.

1.4 Service Optimization: After Service Start

Contractor will continue to engage the community with waste assessments, rightsizing, and contamination prevention to ensure services are optimized.

Post-service start, Contractor will have a dedicated team of recycling coordinators, route auditors, and operations supervisors engaging customers and the community on various subjects to avoid service disruptions.

Service Optimization Phase Tasks and Timelines

Task	Description	Timeline	Owner
Data Review	Review of operational data, including routes, customer counts, container counts, and tonnage	30-60 days after the start	Operations Management and Logistics
Overfilled Container and Contamination Prevention	Identify incidents of overloaded and contaminated containers to engage a customer	2 weeks after the start date and ongoing	Customer Service and Recycling Coordinators
Service Implementation - Community Report	Prepare a report to present to the County that describes opportunities for improvement	60 days after the start	Service Implementation Team and Government Affairs

Data Review

Once the service starts, Contractor will transition to the "Service Optimization Phase." During this phase, Contractor will re-engage residents and businesses with data collected from waste assessments conducted during the "Pre-Outreach and Education" or "Site Assessments Phases." For customers who did not participate in a waste assessment, Contractor will maintain its recycling coordinators in the field to continue engaging with customers to ensure they have the optimal number of containers and the right size or identify an opportunity to reduce service day frequencies. Secondarily, waste assessment is intended to prevent unsightly and overfilled containers and avoid contamination. Contractor's assessment efforts will begin ninety (90) days before the service start date and will continue during the contract's life.

Overfilled and Contaminated Containers

Contractor utilizes a customized application to report overfilled and contaminated containers. When and if containers are overfilled or underserved, a Contractor representative will engage the customers to educate or adjust service levels.

Community Report Presented to County Staff

An estimated sixty (60) days after the start of service and at the County's discretion, Contractor will prepare a community report to review with County staff and the community. The Service Implementation Team will develop the report to communicate key milestones in the Service Implementation Model.

Items detailed in the Community Report include the following:

- Final Residential and MFD Customer Counts
- Tonnage Collected by material type
- Number of Containers Delivered: Residential and MFD
- Number of Waste Assessments completed
- Number of Food Rescue/Donation Opportunities
- Community Partnership / Sponsorships
- Opportunities for Route Consolidation
- General Opportunities for Improvement

1.5 Closed-Loop Process: 90 Days and Ongoing

Contractor will diligently reach out to customers and educate them on environmentally sustainable programs. Contractor will customize outreach and education programs as described in the Outreach and Education section of the proposal. In addition to the outlined plan, Contractor's marketing and communication team will support increasing recycling best practices and environmental sustainability programs.

Closed-Loop Process Tasks and Timelines

Task	Description	Timeline	Owner
Launch Recycling Program	In collaboration with County staff, Contractor will launch its comprehensive Recycling Program	90 days after the start date and continuous	Sustainability Director
Identify Food Rescue / Donation Opportunities	Engage with local businesses and schools to facilitate a food rescue program and local community needs.	90 days after the start date	Recycling Coordinators
Launch Third Community Outreach and Education Campaigns	Utilize digital marketing and various communication channels to engage customers in recycling and organics best practices.	90 days after the start date	Marketing and Communication
Bi-Weekly Communications with County Staff	Transition from weekly to bi-weekly meetings with County Staff, or as the County deems necessary	Continue through the life of the agreement	Key Personnel and County Staff
Service Surveys	Provide an opportunity for stakeholder input regarding new or additional solid waste services	60 days after service starts	Marketing Team

Launch Second Recycling Programs

Ninety (90) days after service starts, Contractor will launch its recycling education program. Working in conjunction with County staff, community leaders, and educational institutions, Contractor will launch a comprehensive recycling program geared toward increasing recycling, promoting the reuse of goods, and reducing unrecyclable material consumption.

Contractor has an extensive record of achievement implementing such programs in other communities. For a full list of resources and initiatives associated with the Recycling Program, see Diversion Plan.

Identify Food Rescue / Donation Opportunities

When and if, Contractor works with local businesses, Contractor will utilize data from operational reports and feedback from site assessments, to identify food waste generators that may qualify for a food rescue/donation program.

Community Outreach Campaigns

Contractor will also launch the second community outreach campaign to educate customers on recycling, landfill avoidance, and food rescue and opportunity programs. The campaign will consist of outreach on:

- Instagram
- Facebook
- YouTube
- Website
- LinkedIn
- Local Publications
- Chamber of Commerce Ad
- Constant Contact Email Blasts

Service Recipient Surveys

As part of Contractor's Outreach and Education strategy, Contractor will give service recipients an opportunity to provide feedback on new services, programs, and make suggestions of future programs. These surveys are conducted periodically to gain insight into the services Contractor provide. Utilizing Contractor's customer databases, Contractor can solicit feedback using Survey Monkey via email. The feedback is collected, analyzed, and shared with all key stakeholders.

Each of these campaigns effectively provides education to specific customer targets. Most are digital-based.