

4.1 Transition Plan

Harrison is committed to a smooth transition of services for the County of Ventura with the main goal of reducing disruption to residents while ensuring a high level of customer participation and understanding of diversion and program objectives. In order to reach these transition goals, we will dedicate significant time and resources into the thoughtful and comprehensive planning and implementation of our Transition Plan, which will be implemented by our highly experienced Transition Team.



Our main objective is to provide excellent service leading up to and throughout the transition period, with minimal disruption to customers.

Transition Team Approach. Our dedicated Transition Team will focus on the following components of our Transition Plan to ensure we implement a smooth transition of services:

- ✓ Comprehensive Planning
- ✓ Collaboration with the County & Previous Hauler
- ✓ Dedicated Resource Investments
- ✓ Effective & Accurate Communication
- ✓ Timely & Informative Public Education & Outreach
- ✓ Thoughtful & Expedient Problem Resolution

In Harrison's experience there are no challenges that cannot be overcome through close collaboration and effective communication between all stakeholders involved with the transition. Our Transition Management Team will meet on a regular basis with the County to review any necessary updates to the Transition Plan, including procurement schedule, account data management and software integration, progression in public education and outreach, container delivery, and personnel recruitment and training. Harrison will coordinate meetings with County staff throughout the transition to meet with various stakeholders, including container, and equipment vendors, representatives of the current collection contractor, and subcontractors, if applicable. Emphasis on well-defined coordination will be necessary for transferring the previous hauler's customer database, employee recruitment and hiring, and container distribution/ acquisition, prior to the commencement of services. In addition to regular meetings, Harrison can provide written status update reports that provide progress updates no later than Friday of the week following execution of the Franchise Agreement.

Integral to our ability to meet the milestones and timeframe goals of our Transition Plan is our strong relationship with vendors and our understanding of the County of Ventura's needs and expectations, while minimizing disruption to customers. Prior to the commencement of collection services in the County of Ventura on January 1, 2024, Harrison will have prepared the following:

- ✓ Vendor guarantees on all required equipment, including containers, vehicles and technology needed to begin collection services and diversion programs.
- ✓ Onboarding and training of displaced employees and new staff to assist in the implementation of transition services.

- ✓ Robust outreach and education program that will aim to have personal contact with customers to walk through the transition of services, right-sizing containers, answer questions and ensure disruptions are kept to a minimum.

We understand that collection services will commence on January 1, 2024, and we have developed our transition schedule to allow for sufficient time to account for unscheduled delays from vendors and other unforeseen events that are out of our operational control.

4.1.1 Prior to the Start of Collection Services

The County is requiring a very tight time period between executing the Franchise Agreement (approximately May 2023) and the commencement of collection operations on January 1, 2024. It is essential that many activities take place immediately following the execution of the Franchise Agreement and throughout the transition period to ensure a smooth transition of service.

Proposal/Negotiation Phase

After the County has conducted their evaluations of the Proposals, we will be available to participate in interviews with the County. Once the County has completed interviews and evaluations, we will accommodate any follow-up evaluations, site tours, additional interviews, and questions. We will also be readily available to meet and discuss any items of the Franchise Agreement that will be negotiated in good faith. As we are not taking any exceptions to the Agreement this process will be smooth for all parties.

After the Franchise Agreement is awarded, we will quickly work with the County to execute the Agreement and schedule meetings to finalize our Transition Plan and start the necessary activities to ensure all aspects of our Transition Plan are thoughtfully developed and milestones are practical and obtainable.

Procurement

Vehicle Procurement. Harrison has received, or is in the process of receiving eight new collection vehicles that will be utilized in all services areas in Ventura County. These new vehicles will be ready to roll-out on January 1, 2024.



Vehicles will be inspected, and field tested for before the start of service on January 1, 2024. These tests will assure all vehicles are ready to begin safely and efficiently servicing customers in Ventura County. This ensures they are safe to operate, free from damage, meet all DOT and CVC standards and will not result in any challenges or complications as a result of inoperable elements during the start-up period. Specifically, all vehicles will be road-tested, including testing mirrors, lifting mechanisms, body unloading functions, radio transmissions, on-board computer technology, and all safety equipment. In addition to Harrison maintenance personnel, vehicle body and chassis manufacturers will have staff available on-site to help ensure all vehicles are operating correctly. These programs will ensure that all vehicles will be fully equipped and ready for operation.

Container Procurement. Immediately after executing the Franchise Agreement with the County of Ventura, Harrison will place container orders. It is expected that carts and bins will require a maximum of three to five (3 - 5) month fabrication and delivery time. We are expecting new containers will be delivered to Harrison no later than November 1, 2023.

Purchase orders for all carts and bins will be placed in sufficient time to reserve a place on Toter's and Consolidated Fabricator's production schedules. A longstanding relationship with both vendors provides us the assurance that manufacturing and delivery schedules will be met. Both vendors will begin shipping containers 60 days before the start of operational roll-out.

Delivered containers will be staged for assembly at our container staging yard located at our Saticoy Maintenance Facility (1589 Lirio Avenue in Ventura). Carts will arrive with molded labels embedded in the lids. Carts will be fully assembled during the cart roll-out. Carts will be staged in a secure, covered, and paved area to ensure they are maintained at their highest quality ahead of roll-out.

Bins will require labeling, which will be conducted ahead of bin roll-out. Bins will be staged in a secure, covered, and paved area to ensure they are maintained at their highest quality ahead of roll-out.

In order to ensure sufficient inventory, Harrison will place several orders during the transition and prior to the start of collection using the most recent data available regarding container sizes. Additionally, the order will allow for sufficient inventory of all sizes, providing assurances that all customers will have the correct number and size of containers.

Employee Hiring & Training

Harrison will begin hiring new staff no less than five (5) months ahead of the commencement date. The Sustainability Compliance Coordinators will be hired via local advertisement, industry advertisement. Please see [Section 4.2.5](#) of this Proposal for details on our safety and training programs. New employee hiring is detailed in [Section 4.1.3](#) of this Proposal.

Drivers



As a driver, you are responsible for safely performing assigned duties on recycling, residential, commercial, bin truck or industrial (roll-off) routes with a heavy-duty truck. This job involves efficiently servicing assigned customers, while complying with company policies as well as all local, state, and federal transportation laws.

Apply Now

Mechanics



We are looking for a diesel mechanic to join our team. This position is responsible for performing routine maintenance and a variety of repairs on company vehicles. The position is crucial to the safety and productive operation of the fleet. You must be able to perform repairs and services required on company vehicles according to all local, state and federal guidelines.

Apply Now

Welders



We need a welder to join our team, to perform necessary welding repairs on commercial vehicles, trash bins and roll-off boxes, in compliance with DOT safety standards. This person is responsible for preparing and repairing broken or cracked metal parts, as well as parts maintenance and rebuilds, all in compliance with company safety rules, policies and regulations.

Apply Now

Database Transfer & Technology



To ensure a smooth transition, Harrison will request the current customer database from the current hauler(s) in electronic format by June 2023. Working in collaboration with the County and the current hauler(s) is essential in obtaining the customer database, which will be converted to the Soft-Pak customer service software format and verified for accuracy. We anticipate completing the database transfer and having a final Soft-Pak working version no later than August 1, 2023, with frequent audits and updates to ensure the most accurate and up-to-

date customer information is in our system and utilized to optimize routes. A detailed approach to transferring the existing hauler(s) customer database is described in [Section 4.1.6](#) of this Proposal.

Our preferred technology is already installed and operational in our existing fleet of vehicles and offices. For additional information on the various types of technology we utilize, refer to [Sections 4.2.1](#) and [Section 4.3](#) of this Proposal.

Education & Outreach

Harrison will work closely with the County to develop a detailed Public Education and Outreach Plan, which will be reviewed and updated as needed during the monthly scheduled coordination meetings. Outreach will include a designated Ventura County website, mass media campaign, direct outreach, and face-to-face visits. A detailed approach to Public Education and Outreach has been described in detail in [Section 4.5](#) of this Proposal.

4.1.2 Communication & Selection of Containers

Communications to new and existing customers will be another import aspect of our Transition Plan. Our customers will be notified of the new changes and what to expect before, during, and following the transition so disruptions are minimized. We will provide sufficient information on the new collection services and diversion programs along with the various container options available, so customers can make informed decisions on changing their service level, if needed. Reaching out to the customers to request they select a container size and service level will occur immediately following the transfer of the previous hauler's customer information database.



Single Family Dwelling (SFD). Harrison will provide outreach and education via a wide variety of methods so customers can make informed decisions when selecting their new carts and changing their service level, if needed. Initial communications with SFD residents will:

- ✓ Inform the resident of the service level currently in our system (from previous hauler's database or Harrison's existing database)
- ✓ Provide the customer with their new customer account number; If customer is a current Harrison customer, their existing customer account number will be provided
- ✓ Ask the customer to select their new desired cart sizes
- ✓ Provide the customer with a description of the new collection service and diversion programs available
- ✓ Provide the customer with our website to respond online and setup electronic communications and billing services

- ✓ Provide the customer with Harrison's contact information, both telephone number and website, if they have additional questions or need additional information

All container selection mailers (postcards) will be sent out to customers to introduce Harrison as the new service provider and give customers the opportunity to select their service levels based on their needs. The cart selection postcard will highlight our website and promote online options for customer convenience. The postcard will include prepaid postage so residents can mail in their selections at no charge.

Customer accounts will be updated with the customer selections when mailers are returned to our Corporate Headquarters in Ventura. Customers can also make their service level selections or changes by contacting our CSRs through website, email, or telephone. When cart selection mailers are received, the CSRs will input service level information into the Soft-Pak system, and a work order will be generated for the container delivery phase of the transition.



Multi-Family Dwelling (MFD)

Technical assistance and outreach to MFD complexes are particularly important to minimize disruption, particularly because Harrison expects customers will begin new recycling and organic recovery programs in any newly awarded zones. To facilitate this transition, Harrison will immediately begin reaching out to customers to discuss the service transition. Customers will have the opportunity to keep their same collection container sizes through the transition, or transition immediately to new container sizes to immediately being enhancing their diversion practices. All public outreach information will be very clear about this process.

Harrison will work closely with the County and make every effort to verify in the field the current levels of recycling for MFDs, in order to accurately pre-order containers. This may include a survey process like the one we propose for SFDs, using bin selection postcards, mailers, and a website to get input on pre-ordering recycling containers.

Additional information on communication and outreach to MFDs is described in detail in [Section 4.1.5](#) of this Proposal.

4.1.3 Employee Retention & Hiring Process

Harrison will begin the process of hiring the necessary staff that will fill the roles specifically for the County of Ventura no later than August 1, 2023, allowing for five (5) months of Employee Recruitment, which includes interviews, screening, hiring, and training of all new employees. It is our primary objective to hire the best people, who embody our company ethics and philosophies. These fundamental values assist to facilitate a smooth transition of services and contribute to the long-term success of our operations. Candidates for open positions will be sourced from local career centers, as well as the previous hauler(s). We place the utmost importance on hiring locally for a variety of reasons.



- ✔ Hiring local residents strengthens the communities in which we live and work.
- ✔ Local residents are more motivated employees, as they have a stake in improving the communities in which they live.
- ✔ Hiring local, like buying local, has a larger positive financial impact on our communities.
- ✔ Local residents have local knowledge and reflect the local culture, making them better suited to understanding and responding to local conditions.

Harrison will host a **Recruitment Fair** where any displaced employees can meet the Harrison management team. At the Recruitment Fair, the company will host a reception with our management team, and candidates will learn about our company, job opportunities, transition timelines, and understand our recruitment, training, and hiring process.

In addition, Harrison will work closely with local career centers to encourage potential employees to attend the Recruitment Fair along with selecting and scheduling candidates for interviews. We are committed to hiring qualified workers displaced by the awarding of this Franchise Agreement and we have a strong relationship with the local labor union that represents collection drivers.

Once interviews have been conducted, Harrison will provide qualified workers with job offers, and once accepted by applicants, the pre-employment onboarding and training process will begin. Refer to [Section 4.2.5](#) of this Proposal for details on our Employee Hiring, Onboarding and Safety Training Programs.

Training Plans



Allocating sufficient time for training of drivers, mechanics, and CSRs is an important aspect to our Transition Plan and is a built-in contingency as properly trained staff efficiently perform their jobs and reduce errors. Drivers and mechanics will receive a training schedule upon receiving their employment offer, and training will be a key topic in the Recruitment Fair. Newly hired CSRs will start their training on their first day of employment and must demonstrate comprehension and proficiency with the CSR phone system and Soft-Pak suite of software prior to taking calls from customers. Additional details on CSR training is discussed in [Section 4.3.4](#) of this Proposal.

Drivers will be required to demonstrate comprehension and working knowledge of safety procedures, operation of the vehicle, on-board computer system, route familiarity, and getting acquainted with driving all the actual routes, demonstrating proficiency at on-board communications with CSRs, and completing all service collection functions at 100% operating proficiency. In addition to completing required training modules, drop-in visits will be available to drivers and mechanics that want to receive additional hands-on practice. Driver and mechanic training will be conducted at Gold Coast Recycling & Transfer Facility located in Ventura.



4.1.4 Transition Services



During the transition, we will actively participate in scheduled, regular meetings with the County and our Transition Team. Vendors and other stakeholders will be invited to participate in meetings to provide schedule updates, as necessary. Maintaining consistent and transparent communication will ensure a seamless transition. To minimize service interruptions, our professional CSRs will be available to handle calls from customers throughout the transition and we will provide activated phone lines to be used by new and existing customers that have questions about collection services and new diversion programs as they are being rolled out. Collection routes will be coordinated with the existing hauler(s) so all residents are serviced on their regular collection day. Container distribution and swap-outs will be conducted on the resident's collection day after service and will eliminate service interruptions.

Contingency Plan

In developing our Transition Plan for Ventura County, we have included an organized and thoughtful approach to contingency planning. Should we experience any delays, we have included several alternatives that can be implemented, if necessary, with the overall goal of reducing the impact to residents and ensure there are no service interruptions. A part of our contingency planning includes coordination with existing hauler(s) to ensure that solid waste, recyclables, and organics are collected from residents on their regular service day, regardless of the situation the new and existing haulers are experiencing. If the situation warrants, we will allow the existing hauler(s) to service our new collection containers and provide assistance with removal and storage of their containers after the transition, as necessary.

A photograph of three recycling bins lined up on a sidewalk. From left to right: a green bin with ID 'T0671836', a blue bin with ID 'U010087', and a black bin with ID 'S0983610'. The background shows a grassy area and a fence.

Our goal is to continue to be a partner with Ventura County and we will go above and beyond to ensure all customers are satisfied before, during and long after the transition of new services and diversion programs.

4.1.5 Education & Outreach Activities

Effective and consistent Public Education and Outreach is key to a successful transition. Harrison will work closely with the County to ensure all outreach items, diversion programs, and activities are developed and executed in a collaborative way. To ensure quality deliverables, our schedules for design, proofing, approval, production, and distribution will be provided to the County with ample time to review and provide comments/feedback. Harrison will ensure a dedicated Ventura County Team is available during the implementation of Education and Outreach during the transition, where it is our belief, this investment will ensure new collection services and diversion programs will begin smoothly. Harrison will use a range of platforms to notify customers of the transition of services including media, social media, direct mailers, door-to-door visits, and community meetings. The outreach programs will begin ahead of the commencement of services and finish two to three (2 - 3) months after the initiation to ensure customers are provided ample opportunities to adjust their service needs or contact Harrison with questions.



Our Public Education and Outreach Program during the Transition will focus on the following key goals:

- ✓ **Introducing customers to Harrison, the new collection programs, and expanded services**
- ✓ **Answering any questions about the transition of service**
- ✓ **Mitigating potential impacts resulting from the container delivery and swap out**
- ✓ **Right-sizing collection containers**
- ✓ **Familiarizing customers with the new billing and software programs**



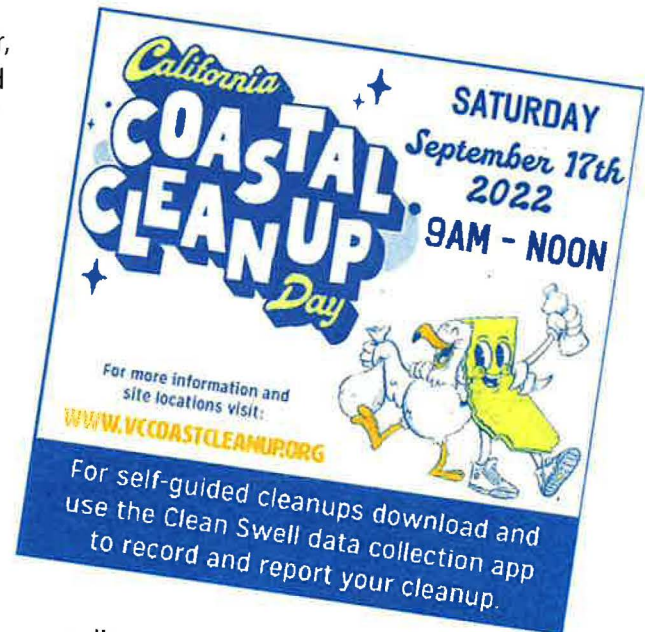
We will be implementing a phased approach for our Education and Outreach activities throughout the transition.

Phase 1

Initial Outreach Implementation Planning meetings will take place between Harrison and the County to discuss a branded outreach campaign for the transition between services and provide review and feedback on all pieces of the planned campaign. This includes the website, social media platforms, other electronic materials, printed flyers, information packets, container selection post-cards, and cart hangers.

Phase 2

Harrison's Contract Manager, Collection Service Manager and Sustainability/Compliance Coordinators will attend community events, meetings, workshops and provide presentations to Chamber groups, HOAs, and other community organizations. They will leverage existing communication channels, such as bulletin boards, newsletters, e-news, Nextdoor, and other web-based platforms and Facebook pages. Harrison's website will be updated monthly or upon any updates to the transition schedule, to ensure the dissemination of accurate information to all accounts in Ventura County. Further, an online system will be implemented to collect customer emails for use in outreach and marketing campaigns to complement all outreach campaigns. Harrison will launch a mass media campaign that will include bus shelter ads, billboards, movie theater ads, print ads and online ads (Google AdWords, Facebook, etc.).







Container selection postcards will be sent to SFD customers to introduce Harrison as the new service provider and give customers the opportunity to select their service levels based on their needs. The cart selection postcard will highlight our website and promote online options for customer convenience. The postcard will include prepaid postage so residents can mail in their selections at no charge. Harrison will also begin auditing and targeting MFD premises to confirm service levels, container locations, and the need for additional recycling services in Phase 2.

Phase 3

The final phase of our Public Education and Outreach campaign during the transition will consist of mailing all approved welcome packets to SFDs along with brochures and "how to" Guides to MFD customers. The website will be finalized and provide a comprehensive interactive platform that will feature special sections for all single-family and multi-family customers. Welcome/recycling guides that will be affixed to all new carts with service information will be finalized in preparation for cart roll-out.


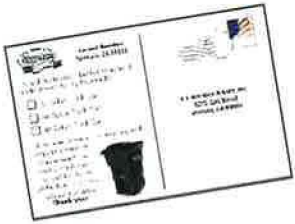

The specific types of public education and outreach activities that will occur, include electronic, direct, and print materials. The following table summarizes all recycling resources that will be provided for all SFD and MFD customers in the County of Ventura throughout the transition period and on an ongoing basis, as needed.

Transition Period Recycling Resources: Electronic		
Recycling Resource	Description	Distribution/Frequency
Social Media Sites 	Create social media pages that explains the new agreement commencement date and major highlight, and all programs that will be offered (Nextdoor, Facebook, and other web-based platforms).	On-going 60 days prior to contract start date.
Mass Media Campaign 	Produce and distribute advertising, including bus shelters, billboards, movie theater ads, print ads and online ads (Google AdWords, Facebook, etc.).	Once during the transition: 45-60 days prior to contract start date.
Website 	Harrison will have a Ventura County specific website that includes "how-to" information for participating in new collection and diversion programs, proper container set-out guidelines, links for additional resources, information about seasonal collection programs, FAQs, information about available Facilities, and what happens to their materials that are placed in each container. All educational materials will be in PDF and/or video format.	The website will be available at least 60 calendar days prior to the start of collection services.
Public Service Announcement (PSA) 	Prepare and distribute a PSA for local radio and cable television broadcast that explains the new agreement commencement date and major highlights, and all programs that will be offered.	Two times during transition: 20-30 days prior to contract start date.



Transition Period Recycling Resources: Direct

Recycling Resource	Description	Distribution/Frequency
<p>Phone Calls</p> 	<p>Harrison will use an automated calling service to contact all SFD customers one week before change in service begins reminding customers of change in service provider and new cart delivery.</p>	<p>Once during transition: One week before service starts.</p>
<p>Starter Kits: MFDs only</p> 	<p>Outreach staff will provide MFD property managers with a "starter kit" on organic and/or green waste diversion, mandatory organics recycling that includes a service guide, posters, brochures, and labels for containers.</p>	<p>Delivered to customer accounts 30-45 days before the start of transition.</p>
<p>Workshops/Presentations</p> 	<p>Harrison will visit homeowner associations, neighborhood groups, associations, and MFD complexes to promote and explain the recycling programs and additional information to educate the groups on the importance of diverting materials from landfill. This will happen in person or via online platforms.</p>	<p>Larger HOA's, neighborhood associations, and MFD complexes will be visited prior to commencement of service.</p>
<p>Newspaper Advertisement</p> 	<p>Prepare and distribute a newspaper advertisement that explains the new agreement commencement date and major highlights, and all programs that will be offered.</p>	<p>Two times during transition: 30 days prior to contract start date.</p>

Transition Period Recycling Resources: Direct

Recycling Resource	Description	Distribution/Frequency
<p>Press Release</p> 	<p>Produce a press release to advertise and promote all programs, with particular focus on new programs that will be offered to each sector (SFD & MFD).</p>	<p>Once during transition: 20-30 days prior to contract start date.</p>
<p>New Service Provider & Subscription Mailer</p> 	<p>Harrison will provide a direct mailer to SFD and MFD customers that will give details on the change in service provider, program changes, date of the change of service, a recycling and organics guide, in addition to holiday schedule and basic information about Harrison. Information directing customers to our website and Customer Service Department will also be provided in the event customers wish to receive more information or have initial questions. The mailer will include a self-mailer with return post card for SFD and MFD customers to choose their containers sizes.</p>	<p>Once during transition: 45 days prior to contract start date.</p>
<p>Recycling & Organics Guide</p> 	<p>Harrison will provide a "recycling guide" and "organics guide" specific to SFDs. This guide will reflect the service changes to the customer. In addition, the guide will include information on collection methodologies, set out instructions, set out schedule, contact information, and acceptability and necessary preparation of materials for all SFD programs. A section of the guide will specifically address proper methods of handling and Disposal of Hazardous Wastes, Bulky Item Collection, and information about Harrison.</p>	<p>Affixed (inside plastic bag, zip-tied to handle) to every SFD Recyclable & Organics Materials Cart delivered on start of service.</p>

Transition Period Recycling Resources: Direct

Recycling Resource	Description	Distribution/Frequency
<p>Recycling Guide for MFDs</p> 	<p>Harrison will provide a "recycling guide" specific to MFDs. This guide will include information on collection methodologies, set out instructions, set out schedule, contact information, and acceptability, AB 341, AB 1826, and SB 1383 information.</p>	<p>Direct mail to MFDs 20-30 days prior to contract start date</p>
<p>MFDs ONLY: "How-to" Flyer: Recyclable Materials</p> 	<p>Harrison will prepare and distribute a "how-to" brochure explaining the Recycling Materials Collection Programs & Organics Collection Programs for MFDs.</p>	<p>Direct mail to MFDs 20-30 days prior to contract start date</p>

***County Review of Print Materials.** Prior to distributing any printed material regarding Harrison's services under the Franchise Agreement, we will provide the County with ample time to review and provide comment.

Contingency Plan

Contingency planning for public outreach includes extended lead times for all components, including collaboration, design, proofing, approval, production, distribution, and any anticipated customer response. The timing of primary outreach materials precedes distribution of containers, transition of new services, and depends upon receipt of an accurate customer database from the previous hauler. The Transition Plan will facilitate extended lead times and allow for extra time to complete all steps in the public outreach process. As required, Harrison will make extra staffing available from our affiliated entities nearby to cover any contingencies that might occur during the transition. We will also have extra route crews available to service any customer that may have experienced a missed pick-up.

4.1.6 Coordination During Transition

Our Transition Plan has been developed to reduce impacts to residents while still providing their consistent level of service. Throughout the transition, routes will remain unchanged, and residents will be serviced on their regular collection day. In order to provide consistent services, we need to collaborate and coordinate with the existing hauler(s) to develop a plan to provide collection services while conducting a roll-out of new containers. In addition to coordination with the current hauler(s) for service and routing operations, we also need to coordinate the transfer and accuracy of their existing customer database and billing system.

Container Coordination with Existing Hauler(s)



SFD Cart Distribution. Harrison has successfully implemented new cart rollouts in several of our existing service areas, as our collection and diversion programs have expanded over the years. Similarly, our selected vendor Toter, is well prepared to accommodate our Transition Plan, has specialized experience in container delivery, and can adhere to the Transition Schedule provided. All other carts will be transitioned prior to January 1, 2024, and take no longer than two (2) months to complete. This will allow for any necessary contingencies that may become necessary. Distribution schedules and maps outlining the distribution schedule can be provided to the County ahead of delivery to the customers.

Harrison will have a dedicated manager that will provide administration and oversight of assembly of containers, and delivery teams for both carts and bins. Each team will have a Harrison supervisor that will provide oversight of the team, who will assure all homes and businesses receive the correct size container(s). These supervisors will become the on the ground representative for Harrison, fielding communication from residents and businesses that may have questions as carts and bins are delivered. We will deliver containers to all customers on their regularly scheduled collection day. Harrison collection vehicles will empty the contents of the old container, where Toter staff will follow the collection vehicle, collect the old containers, and place a new container in the collection location. This will ensure there are zero service disruptions for customers in Ventura County.



Delivery reports will provide a summary of the number and size of each cart for each route. This report will allow the assembly crew the ability to pre-load a delivery truck with the exact size and number of carts by route, providing for efficient and accurate delivery. Both teams and delivery trucks will utilize route maps to ensure homes are receiving their requested cart size. Supervisors will continually provide quality control and will be poised to record by address any issue that may occur on the route that may affect future collection efficiency. Accurate reports from the field will track the progress of distribution.

- ✓ Carts will have an attached flyer containing the following information:
 - ✓ Proper placement of cart
 - ✓ Start date
- ✓ Acceptable materials in the carts
- ✓ Frequently asked questions (FAQ)
- ✓ Contact information (phone, email & website) for the resident's questions



MFD Container Exchange. Container delivery teams will utilize distribution route sheets similar to those of SFD routes. Harrison will deliver the requested bin size as determined by activities detailed in [Section 4.1.2](#) of this Proposal.



In order to ensure minimal disruption to customers during the distribution of MFD bins and carts, the removal of the existing bin or cart is necessary due to space constraints. Therefore, the process is an exchange of containers rather than solely a distribution of new containers and collaboration with the current hauler is essential. Similar to the proposed container roll-out for SFD residents, Harrison collection vehicles will empty the contents of the existing MFD cart, where Toter staff will follow, collect the old carts and place a new cart in the collection location in an effort to minimize service disruptions for customers at MFD complexes.

Distribution of new multi-family containers will be done by route. This will minimize traffic delays, facilitate supervision, and provide for more efficient use of equipment. We will complete the exchange of bins route-by-route, until the entire service area has been completed. The container exchange team's delivery fleet equipment will consist of stinger trucks (trucks with bin lifting and transferring capabilities), flat-bed trucks, and a front loader collection vehicle. The stinger truck is specially designed to pick-up and transport bins. As the container exchange team moves from MFD complex to complex within a zone, the stinger truck will remove the existing bin to a location where the front loader is able to empty the container. Once empty, the container will be loaded on a flatbed truck to be delivered to a location agreed upon by the current hauler. Once the bin has been removed, the stinger truck will place a new bin from another flatbed at the service location.



Contingency Plan

Our transition plan includes a contingency for a six (6) week carryover for any delays in container exchanges. Route managers and supervisors who are familiar with the County will oversee the deliveries. Harrison's route personnel will monitor daily deliveries in the field to ensure proper cart placement, delivery of correct sizes, affixing of cart brochures, and safety protocols are being followed. This process will ensure that Harrison is in full control of the container distribution process and that customers are neither left with extra containers or without one. Contingency planning has been incorporated in a planned delivery schedule based upon a minimum number of homes delivered per day. Delivery performance will be monitored and if for any reason delivery performance is off by more than 5%, additional delivery crews will be added.

Database Coordination with Existing Hauler(s)

To ensure a smooth transition, Harrison will request the current customer database from the current hauler(s) in electronic format by June 2023. Working in collaboration with the County and the current hauler(s) is essential in obtaining the customer database, which will be converted to the Soft-Pak customer service software format and verified for accuracy. A final Soft-Pak working version of the database will be online no later than August 1, 2023, with frequent audits and updates to ensure the most accurate and up-to-date customer information is in our system and utilized to optimize routes.

Customer information that will be needed, at a minimum, from the previous hauler(s), includes:

- | | |
|--------------------------|---|
| ✓ Customer name | ✓ Collection day(s) |
| ✓ Customer email address | ✓ Special servicing requirements such as walk-in service requirements |
| ✓ Billing address | ✓ Entry key or electronic opening devices or entry code requirements |
| ✓ Service address | ✓ Account history |
| ✓ Contact information | |
| ✓ Service level | |

Once the customer database has been uploaded into the Soft-Pak software system, customers will be assigned Harrison account numbers; our current customers will keep their existing account numbers. Our Soft-Pak data files will be used for routing and outreach information and Harrison will begin the desk review process to assess service levels for customer accounts. The current service level information will be used for outreach to customers during the new service selection process. Service levels will be appropriately adjusted during desk review, with input from the customers and during the initial public education and outreach activities along with field verifications and receipt of new service mailers.



SOFT-PAK

Along with service selection information, Harrison will provide an introduction to electronic billing and payment to our customers and highly suggest that they enroll before service begins so that their first bill is received electronically. Customers will also be able to set up automatic payments to begin after receipt of their first bill.

Through the transition, outreach opportunities, driver observation and the roll-out of the new collection and diversion programs, customer information will be verified and adjusted for accuracy. Harrison's operation team will perform route audits initially following execution of the Franchise agreement, where they will audit every

MFD complex to verify service levels and days of service before the start of collection services on January 1, 2024. All of this audited and confirmed information is updated in our Soft-Pak system database.



Routes will be finalized using customer data in Soft-Pak and initial service level estimates. Harrison has utilized significant resources and implemented advanced routing and ping technologies to configure routes in a manner that is safe and efficient for the operations throughout the County. Using these technologies provides efficient routing where each route is driven by a route supervisor to inspect the area of safety or other local concerns (such as schools and parks) during the proposed scheduled time. Adjustments can easily be

made to the routes to allow for these external factors. Soft-Pak allows drivers to complete a stop-by-stop accounting of the services. Major routing considerations taken into account include:

- | | |
|---|---|
| ✓ Area demographics | ✓ Projected density of waste generated |
| ✓ Early morning and peak traffic patterns | ✓ Distance to the processing facilities |
| ✓ Projected volumes of waste generated | ✓ Locations and schedules of schools |
| | ✓ The number of accounts |

Special care will be taken to ensure uninterrupted service to customers. A set of foundational routes based on the type of equipment chosen and the geography of the County will be determined to best

service the customers in a safe and efficient manner. Routes will be optimized and refined as soon as the customer database is received and converted to Soft-Pak. Priority will be placed on optimizing routes to avoid interference with school hours, peak traffic times, one-way streets, and other busy times. Once routes have been established, each route will be driven by a supervisor to verify efficiency and safety.



Ultimately, the final routing adjustments will be made by the route driver. Route adjusting is an ongoing process and changes as new customers start and stop service, change service levels, and route conditions change. Soft-Pak is specifically designed to allow these day-to-day route changes.

In addition to transferring the existing customer database and optimizing routes, additional technology will be supplied and setup prior to the start of collection services. Additional phones and computers will be installed to accommodate additional CSRs. We will secure all additional equipment for our CSR Call Center prior to commencement of services so customer calls can be handled according to our service standards. For additional details on our CSR Call Center technology and equipment refer to [Section 4.3](#) of this Proposal.

Contingency Plan

Contingency planning will include a flat file transfer of the customer database from the existing hauler(s). This will provide extra time for the conversion of data to Soft-Pak. A minimum of four (4) months, including routing finalization and route audits for service levels, have been provided to complete route work for all residential customers (both SFD and MFD), which is more than adequate to complete the process. Contingencies include back-up collection vehicles and drivers to be stationed both on-site and on-standby. The back-up team will include seasoned route supervisors, drivers, and vehicles equal to ten percent (10%) of the total collection routes. Also, our CSR Call Center is equipped with backup equipment, if necessary.

4.1.7 Transition Schedule

Developing and maintaining a well thought through Transition Schedule is an important aspect of our Transition Plan because we use the schedule as a graphic tool to gauge our compliance with meeting our deadlines and completing certain milestones.

We've generated the Transition Schedule that follows using our decades of experience in vehicle and container procurement, new program roll-outs, expanded public education and outreach activities, and much more.



By meeting with the County and other stakeholders on a weekly basis throughout the transition, we are confident that we can meet the deadlines provided in our Transition Schedule, which can be updated to reflect actual progression of the County's procurement process, if for some reason there are any interruptions in executing final Franchise Agreements.

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