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COMMUNITY AWARENESS CAMPAIGN

REQUIREMENT

Samples of photo speed enforcement community awareness campaigns it has participated in.

ACS recognizes that public acceptance of the photo speed enforcement program plays a vital role in achieving Montgomery County's goal of modifying driver behavior and thereby reducing the amount of accidents.

The support of citizens is critical to the success of the County's photo speed system. Montgomery County and the Police Department understand photo speed enforcement technology and the positive effect this technology can have in reducing vehicle accidents and fatalities. ACS strongly believes that the safety issues surrounding the use of photo speed enforcement technology, presented to the public by means of a well-articulated public information campaign, will win the support that is needed to successfully sustain the program.

ACS has extensive public sector management experience—more than 90 percent of ACS' senior managers are former public servants. Based on our experience working for the public sector, we are well aware of the importance of implementing an effective communication campaign when introducing a new program, such as the photo speed enforcement proposed by the County.

The ACS team has successfully supported more than 55 automated traffic enforcement public education campaigns. We believe that the implementation of a public information program must explain the purpose, timing, and expected results of the County's photo speed system. ACS, working in partnership with its clients, has a proven track record of designing and executing results-oriented public safety communications campaigns.

We understand from reading the County's RFP that ACS may be required to attend public meetings and assist the Montgomery County Police Department and other County staff in demonstrating the photo speed camera equipment and program. We have done this for many of our clients, and are prepared to assist the County in this important public information and education task. More information on our involvement in photo speed enforcement community awareness campaigns is provided in the following subsections.

Outreach to All Stakeholders

A centerpiece of the public information and education program for a successful photo speed enforcement program is to provide information to all stakeholders in the traffic safety program. The stake-holders in such a program are numerous. They include:

Public. The public encompasses not only the driving public that receives citations but residents in Montgomery County, visitors to Montgomery County, and students who study in



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Montgomery County. In addition, there are entities that have a stake in the outcome of the citations. They include owners of vehicles driving on the roads of Montgomery County such as rental companies, fleets, government agencies, and commercial vehicles owners. These vehicle owners all have a stake in the program since citations will be mailed to them.

County Council and Executive Management. The executives in the legislative and executive branches of government in Montgomery County all have a stake in the program since they will receive complaints and complements regarding the operation of the system and the customer service we provide. They are not only members of the County council, the mayor, and the County manager, but also staff members to the County council members, staff in the County manager's office, and public information officers who are in constant contact with the public.

Government agencies. The officials in numerous government agencies will be involved from time to time on various policy issues regarding the photo speed enforcement program. They include departments of Transportation, Finance, Police, Attorney's Office, as well as the Office of the Clerk of Courts and state agencies.

Media. The stakeholders in the media include those reporters, editors, and publishers from the print, television, radio, and Internet sites who will cover the stories about the photo speed enforcement program. The reporters and editors include those representing local stations as well as national broadcasters.

These stakeholders will be actively involved in the photo speed enforcement program throughout the lifecycle of the project. Exhibit M-1 shows how the stakeholders get involved during the various stages of the program.

Stakeholder Involvement

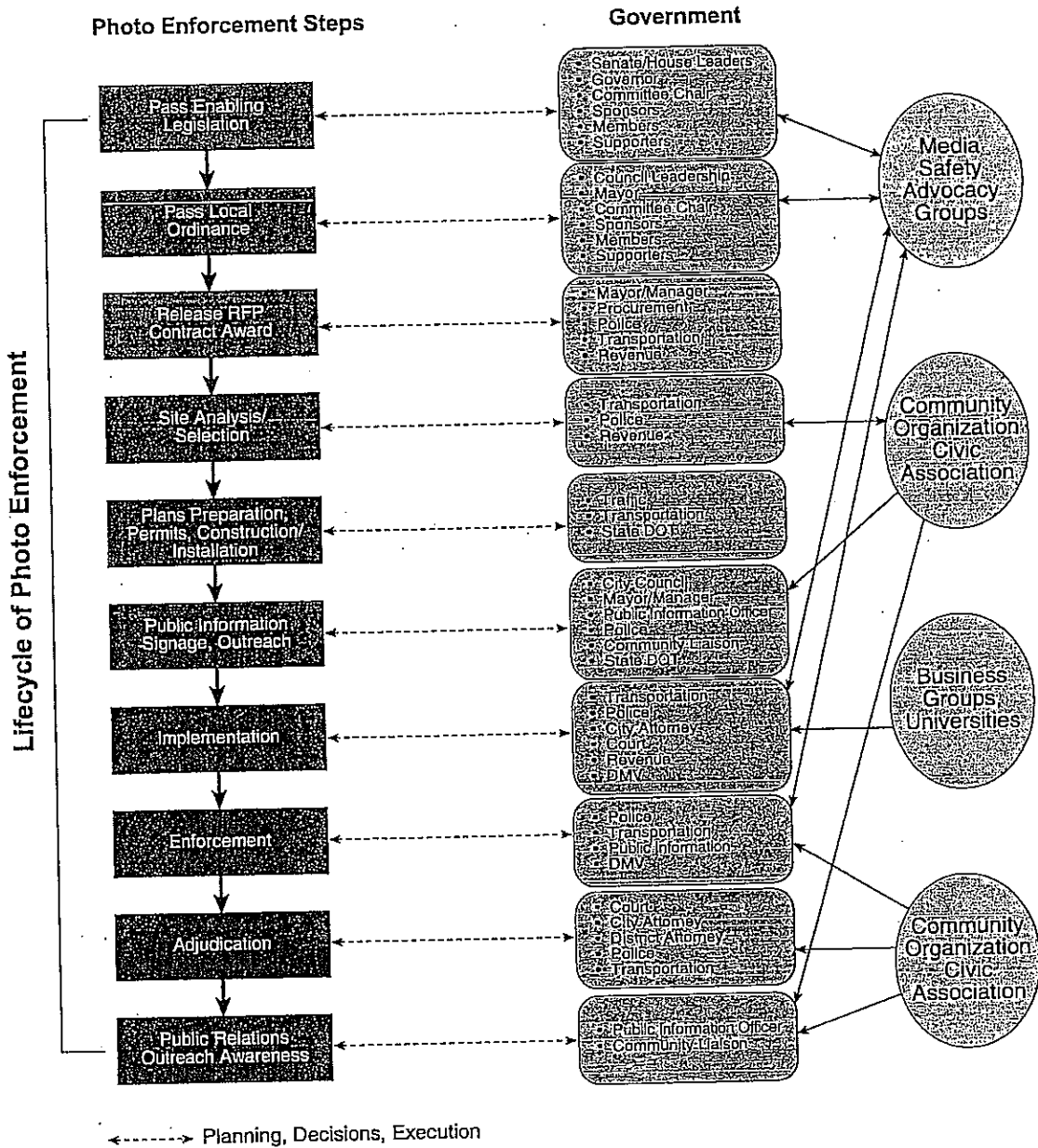


Exhibit M-1. ACS' public information campaign extends across all government and community stakeholders.

Leveraging our experience in public education and awareness campaigns, ACS will assist the County in providing information to all these stakeholders. It is essential that the information provided is accurate and timely. We will assist the County in these types of material:

To The Public:

- Community presentation
- Public information messages in the media
- Video tape for presentation
- Mailings such as inserts
- Flyers
- Signage of the program
- Interactive voice response (IVR) system
- Reports
- Follow-up statistics and information
- Website

To Government Agencies:

- Online access to citation information and customer service actions
- Reports on the accomplishments of the program
- Statistics on the program
- Demonstrations of the system—how it works
- Briefings and presentations
- References from other cities on their lessons learned

To the Legislators and Executive Management Team:

- Immediate response on inquiries from the citizens
- Online access to citation images
- Analysis of the locations of the systems and response to requests for relocations
- Statistics on the program
- Trends on violations and public safety accomplishments
- Briefings and presentations
- Demonstrations of the system

To the Mass Media:

- Provide materials for stories
- Assist the County in media presentations
- Assist the County in preparing press releases
- Provide expert knowledge on the system
- Provide statistics and data regarding the program through the County

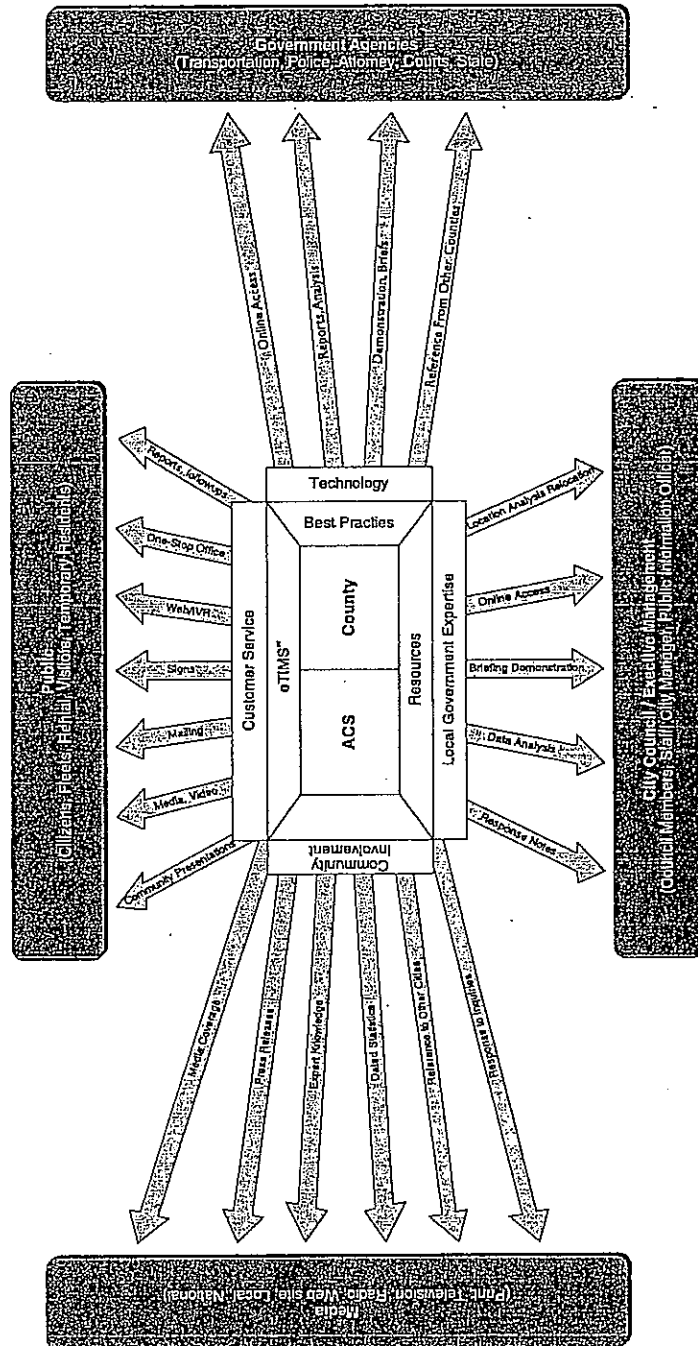


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- Provide references to other cities
- Respond to inquiries from citizens

Exhibit M-2 provides a graphic representation of all of the steps that ACS and the County will take to ensure all stakeholders and constituents are aware of the photo speed enforcement program, its objectives, program performance, and success. ACS is the only vendor who has the track record and resources to support for the County in this critical task. This is because we have the technology, the best practices, the tools in customer service, the public education resources, heritage of community involvement, and the local government expertise in photo speed enforcement to ensure success.

ACS' Public Information Approach



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Exhibit M-2. ACS' Public Information from approach will ensure all Montgomery County stakeholders are (1) aware of the County's program and its safety objectives and (2) receive and have access to continuous and timely information about ongoing program performance and success.



Photo Speed Enforcement Program

Being Prepared for the Public

The key to ACS' success is our ability to anticipate frequently asked questions and prepare the necessary materials, information, and quotes to reporters who ask these questions. For unusual questions, ACS has a track record in responding quickly to questions from the media. ACS is the only vendor who has a dedicated media relations officer. We will work closely with the County's Public Information Officer or Contract Administrator to respond to all media inquiries.

ACS is available as a resource to assist the County in the development of a highly effective public information and awareness campaign. No other vendor in the industry brings this focus or proven track record to the table. The following strategies are presented as components of a comprehensive community awareness tactical plan. All or part of our plan has been deployed successfully in other counties and cities similar in size and program scope to the County.

Specific Recommendations on Montgomery County's Public Information Program

The creation of a winning public information and education campaign for Montgomery County depends upon a clear understanding of public opinion and its impact upon the community.

Following are specific recommendations that we believe will assure high acceptance of the program from the Montgomery County public.

Up-front community support of this program is critical to its success. A well-developed public education program enables the County to focus on enforcement and safety issues throughout the life of the program, rather than defending the program to a dissatisfied public. To develop a plan to effectively build support for the program prior to start-up, several factors should be considered:

- Public approval is difficult to build – efforts must be carefully targeted
- Messages are lost quickly, and communication must be repeated over a variety of media sources
- Small, well-organized groups can have a disproportionate influence on public policy – controversies can ignite quickly

Accordingly, we recommend that Montgomery County's public information and awareness campaign include the following:

Pro-active community outreach

- Presentations at public meetings to promote traffic safety and photo speed enforcement
- Written documents in question and answer format and program fact sheets to answer citizen questions





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- Demonstrations of the photo speed enforcement system technology at public meetings
- Toll-free hotline, staffed by professional customer service representatives, for citizens to ask questions and receive information concerning the photo speed enforcement program

Strong, Clear, and Concise Communications

Informational brochures with messages that target various County residents

- Targeted awareness campaigns aggressively sustained over lengthy and, in some cases (i.e., for new and/or out-of-town drivers), indefinite periods of time
- Repetitive use of a variety of media that would include a communications mix of press kits, use of County Internet, article placement, updates in the County's community outreach newsletter, and an informational brochure

Effective Stakeholder Relationship Building

- Relationships with the local media need to be renewed and nurtured frequently (press releases and media update events on the progress of the program are recommended).
- Relationships with special audiences and constituency "stakeholders" (e.g., neighborhood groups and citizen advisory councils) need to be fostered. The creation of a Speakers Bureau can be an excellent way to maintain regular communication with gatekeepers, as well as the establishment of a mailing list of these key community players to permit the timely dissemination of information.
- Identification of photo speed enforcement champions, opinion leaders in Montgomery County, who will publicly support Montgomery County's Photo Speed Enforcement Program.

Written Products

ACS will assist the County in designing, procuring, publishing, and distributing marketing material to be used in community meetings, stakeholder briefings, and public school education so that the Montgomery County Photo Speed Enforcement Program is well publicized.

Handouts and Marketing Material

The key to success in any new and high-profile program is the early publicity of the program to all of the stakeholders. The design and creation of the marketing material that describes the program must be completed during the early stage of planning. They should be distributed and disseminated prior to the installation of the camera systems so that the stakeholders have an opportunity to understand the program and get their questions answered.





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ACS is the only vendor who has extensive experience assisting counties and cities in meeting this challenge. We propose that the County evaluate numerous marketing materials that have been designed and implemented in other jurisdictions for the appropriate distribution in Montgomery County. They include:

- Full color brochure explaining the program
- Pamphlets on frequently asked questions and answers
- Bumper stickers with the Montgomery County Photo Speed Enforcement Program logo
- Flyers about the program
- Coloring books for school children
- Pencils with logo about Montgomery County Photo Speed Enforcement Program logo
- Maps on the locations of the photo speed cameras
- Along with the above materials, ACS will support the County campaign through the use of inserts regarding the program to be included in County mailings such as water bills and parking tickets on a once a month basis.

There are other materials that we have founded to be helpful in publicizing this high-profile program:

Montgomery County Photo Speed Enforcement Program Communications Strategy Manual

The objective of Montgomery County's public awareness campaign is two-fold: (1) to build and sustain support for photo speed enforcement in Montgomery County; and (2) positively impact driver behavior and compliance with Montgomery County traffic laws. With these goals in mind, ACS will prepare a comprehensive communications strategy manual designed specifically for Montgomery County that will encompass resident notification, media relations, public outreach, opinion polling, and a stakeholder communication strategy.

The communications manual will include a detailed plan consisting of a timeline, schedule of events and appearances, lists of organizations and groups, Q&A and fact sheets for project personnel, and proposed community education strategy, all subject to the approval of the County. In close partnership with the County, ACS will update this plan throughout the program's duration.

ACS, in conjunction with the County, will develop a citation notices.

Professionally designed and prepared citations are critical to the effective implementation and ongoing success of Montgomery County's Photo Speed Enforcement Program. ACS has assisted more than 100 public sector clients in developing effective notices that provide an easy to understand explanation of the violation, the citizen's rights to contest or admit liability, and





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payment methods available. Poorly designed notices will confuse drivers and encourage correspondence, telephone calls and non-compliance with the collection effort.

After design consultation with County staff, ACS will submit a photo citation mock-up for review and comment. ACS believes that a warning citation should include critical program information to educate citizens of the parameters of the photo speed enforcement program. Basic questions can be addressed in this format so drivers not only understand the citation but also change their behavior and obey traffic speed signs.

ACS recognizes that the support of citizens is critical to the success of the County's photo speed system. Montgomery County, by implementing this custom-designed public information campaign, can increase public awareness of the photo speed system and increase public safety.

Press Material and Media Relations

Media relations will comprise two stages of the project: initial implementation of the program and ongoing operations. The initial phase will involve supporting the County in the kickoff conference while the ongoing program will involve support in providing material and information regarding the program, statistics on the program, detailed explanations of the equipment, location of the cameras, and response to inquiries from the public.

Kick-Off Press Conference and Equipment Demonstration

The ACS team will work with Montgomery County (and stakeholder agencies such as the Police Department) in the coordination of a kick-off event designed to educate the community about the objective of the photo speed enforcement program and its applicability as a means to improve traffic safety. ACS will coordinate the press conference at the program's commencement and coordinate all logistics, including preparing a media packet that includes:

- A news release
- An overview of the Montgomery County Photo Speed Enforcement Program
- A project fact sheet
- A project Q&A sheet
- Backgrounders that profile successful photo speed enforcement projects in other cities and counties
- An easy-to-understand fact sheet that explains photo speed enforcement technology
- Biographical data on principal program administrators
- An explanation of how the program will be administered
- A spokesperson contact list

ACS recommends that the press conference feature County officials, the Police Department, and supportive residents and community leaders as proponents of the program. ACS will also

provide sample violation photos (as allowed by statute) and be in attendance to explain how applicable technologies work.

ACS has successfully supported numerous cities in carrying out their initial press event. They include highly visible and intensively covered cities such as Washington, D.C.; Baltimore, Maryland; Fairfax County, Virginia; Wilmington, Delaware; Los Angeles, California; and San Francisco, California.

Media Relations Program

ACS believes that ongoing media relations are essential to sustaining successful photo speed enforcement public information and public education programs. As such, our team recommends that the County's public information program does not stop once the initial events and fanfare are over. Over the length of the program, ACS recommends that the County carry out an extended media relations program that uses the photo speed enforcement program to promote traffic safety.

Photo Enhancement News Feature

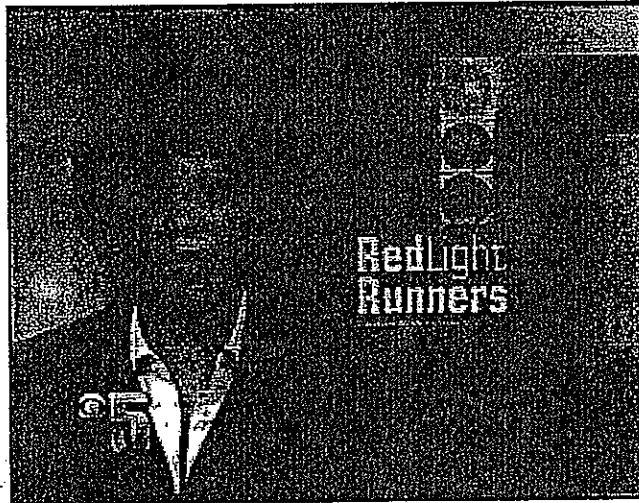


Exhibit M-3. Photo enforcement programs have generated positive news coverage in cities throughout the country.

This program, as currently envisioned by our team, would include:

- Writing and placing one or more articles in the local, daily newspaper of the County's choice.
- Identifying and contacting key local print journalists and editors in order to brief them on the project and solicit their interest and support. ACS experience shows

- that outreach to traffic reporters and commuter journalists such as Dr. Gridlock of the Washington Post increases support and understanding of the program.
- Identifying and contacting key radio and television outlets to encourage coverage (Exhibit M-3 above).
 - Identifying and contacting key radio "drive time" traffic reporters to brief them on the project.
 - Organizing a media fax network for the purpose of keeping media representatives aware of the status of Montgomery County's Photo Speed Enforcement Program.
 - Composing, for distribution to the media, issue papers that address pertinent public policy issues raised by photo speed enforcement, as well as answer-specific anticipated criticisms of photo speed enforcement.
 - Organizing additional news conferences on the occasion of significant project milestones.
 - Regularly identifying and pitching photo speed enforcement's positive message to electronic and print media that support the program's public safety goals.

There are no guarantees that a newspaper will print what the County or ACS provides. However, ACS is experienced in working with local newspaper organizations regarding the regular inclusion of information about photo speed enforcement. Newspapers are placing increasing emphasis on providing their readers with tangible benefits. Information pertaining to the distribution of photo speed cameras supports this goal. The dissemination of this information to the public also demonstrates the program's commitment to fairness.

We have been successful in providing the necessary information to high profile newspapers such as the Washington Post where positive stories about the enforcement programs have been published. The result is an enforcement program that is highly supported by the public.

ACS recommends that program data be provided to all local publications as it becomes available. It would be packaged in a graphically pleasing format that appeals to editors and readers.

In order to detail some of our past experience in implementing media and community relations programs, ACS provides the following specific examples of our acclaimed community awareness programs in action.

- **Tempe, Arizona.** Citywide mailing of ACS' SuperCard to all residences develops immediate recognition that photo enforcement is "coming to town." Community awareness result: Tempe's program has received strong and enduring support from the community and continues to flourish.
- **National City, California.** ACS developed an elementary school "photo radar awareness" program that received the enthusiastic support of children, their parents, and local educators. Community awareness result: Parents got the message from their children that speeding in their community was a big concern—and their help



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was needed. National City was one of the first cities in the western U.S. to establish photo radar, and community support was there from day one.

- **Los Angeles County, California.** Working with the Metropolitan Transportation Authority, ACS developed a survey of driver attitudes towards photo speed enforcement at the beginning of the program. Community awareness result: The survey validated the strong support for photo speed enforcement within the County.

Community Awareness Program

ACS develops, in partnership with our client jurisdictions, a multi-faceted community awareness program that is designed to meet local needs. If selected to implement the photo speed enforcement system in Montgomery County, ACS will support the County in the design of a program that incorporates the lessons learned and best practices in leading jurisdictions around the nation. This will help to ensure the long-term success of Montgomery County's program.

At the County's option, ACS will work with the County to seek speakers to make presentations to local community groups. Such groups would include organizations ranging from local service clubs (Lions, Rotary, Optimists, etc.), professional groups (the Association of Realtors, legal bar, Chamber of Commerce, etc.), and community organizations.

In support of these efforts, ACS will provide presentation materials and training to appropriate members of the community who can become the photo speed enforcement program's Speakers Bureau, most likely comprised of select interested members of the Police Department and other County staff, as well as volunteer citizen activists. In addition to providing training on the technology, ACS will also assist in the presentation of materials to the members of the Montgomery County Photo Speed Enforcement Program Speakers Bureau.

Surveys and Educational Videos

Upfront community support of the County's program is critical to its success. A well-developed community awareness program enables the County to focus on enforcement and safety issues throughout the life of the program, rather than defending the program to an unsatisfied public. To develop a plan to build support for the program, several factors should be considered:

- Public approval is difficult to build; efforts must be carefully targeted.
- Messages are lost quickly, and communication must be repeated over a variety of media sources.
- Small, well-organized groups can have a disproportionate influence on public policy; controversies can ignite quickly.





Photo Speed Enforcement Program

An effective way to gauge program effectiveness and support is to survey the public. As requested by the RFP, ACS will conduct a minimum of three public surveys should the County desire. The surveys will be either sent to each household within Montgomery County or to a statistically valid random sample of households, prepared by a reputable polling organization that the County has approved.

ACS will work closely with the Montgomery County Police Department to fine tune and revise the survey questions, ensuring our survey meets the County's expectations and goals. A minimum of 400 persons will be interviewed for each survey. ACS will analyze the results of these surveys and provide them to the police department and the contract administrator in a timely manner. ACS will also deliver an educational/training video to be played at District Court proceedings.

Website

ACS will develop a static Website for the Montgomery County Photo Speed Enforcement Program. Leveraging our corporate-wide experience in implementing Websites, particularly for our traffic enforcement clients, ACS will develop a website for the Montgomery County Photo Speed Enforcement Program. The proposed Website will be easy to navigate, contain information, diagrams, graphics, sample images and statistics, and allow for linkage to payment of citations. It will contain:

- Basic information regarding the program
- Legislation and ordinance that created the photo speed enforcement program
- Guidelines and information on payments and hearing scheduling
- Location of the photo speed cameras
- Frequently asked questions
- Links to other public safety Websites

Ticket Inserts

ACS will work with the County to design and develop mailing inserts to enhance our public education efforts. As part of our base proposal, ACS has included the cost to send out the inserts with all citations mailed once a month.

In January 2002, ACS launched a new photo enforcement website, www.trafficsafety.com. The Website has a Traffic Safety Resources area focused on public education. The ACS site contains information on traffic safety reports, students, public opinion polls, frequently asked questions, technology and equipment profiles, and profiles of successful programs in North America.

ACS Models of Success

ACS works closely with clients to develop positive media events through the life of the program. In Edmonton, ACS worked with the client to run radio ads during peak commuter hours. Research revealed the most appropriate high-risk drivers to target. The ad messages and timing targeted older and teenage drivers.

ACS partners with clients to implement innovative and creative public outreach strategies. ACS helps the clients to identify key audiences. In Edmonton, ACS helped to enhance student awareness and participation in traffic safety issues. Students painted poles used to mount cameras. The pole painting attracted positive community and press response. Photo enforcement banners were placed on buses and across bridges. The client used its City Link newsletter and ACS assisted with the development of photo enforcement area of the City's Web site.

ACS helped the client to reach out to another key audience—local legislators. ACS participated in the Alberta Union of Municipal Associations, an association comprised of mayors and City councilors. The photo enforcement booth helped to educate government officials on photo enforcement technologies and the program's success.

In the District of Columbia, the client appears on local public policy talk radio programs such as WTOP. ACS assists the client with program statistics that clarify and amplify improvements in traffic safety. ACS collaborated with the client on filmed public service announcement to promote automated speed enforcement. Also, ACS assisted with the development of an education video used to describe the adjudication process.

ACS also encourages clients to participate in national awareness weeks to promote traffic safety. Clients such as the City of San Francisco participated in the U.S. Department of Transportation 2001 Stop Red Light Running Campaign (September). In April 2002, ACS demonstrated its photo radar vehicle at the National Work Zone Awareness Week press event.

In other cities, such as Los Angeles, ACS staff is always available to attend community and adjunct governmental meetings. ACS attends the LAPD and MPD (Washington, D.C.) community advisory board meetings with City officials.

ACS looks forward to working with the County in developing a highly effective public information campaign and responsive media relations program.