OPERATION GREENLIGHT

Turning Stop Lights into Go Lights

MARC
MID-AMERICA REGIONAL COUNCIL

STRATEGIC PLAN

2021

olsson | Affinis corp

Adopted July 26, 2021

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Executive Summary

In 2013, following a recommendation by the Federal Highway Administration that Operation Green Light (OGL) develop a new strategic plan, the OGL Steering Committee set out to develop a strategic plan to sustain and grow the program. The strategic plan encompassed the years 2013 through 2016. This process has continued to update the strategic plan every four years. The current strategic plan, for the year 2021, will constitute the third version of this ongoing process.

OGL staff and Steering Committee members began the process of providing input and discussing an update to the strategic plan in the winter of 2020. Current plan goals and tasks were reviewed to determine the progress made toward each goal, and whether current goals remain relevant. Steering Committee members participated in a survey to determine current level of service and brainstorm ideas for the future of the organization.

Based on stakeholder input, member agencies indicated that they are generally satisfied with services provided by the OGL program, with many services being deemed 'important' or 'highly important' by several. In addition, a few improvement recommendations were also submitted. Member agencies also responded with support for the current mission and vision of the OGL program, as well as agreement that OGL meets the needs for the region. This update of the strategic plan will focus on the development of tasks that continue to further OGL as a model program.

The goals and objectives for the strategic plan are:

▸ **Goal 1: Technology & Training**
Continue to develop the Operation Green Light system through the use of innovative and emerging technologies. Provide opportunities for staff and member agencies to improve upon skills and learn about emerging technologies through training.

▸ **Goal 2: Budget and Planning**
Maintain and monitor a financial plan that adequately funds the program. Engage in a planning process to ensure the organization remains relevant and serves the needs of member agencies.

▸ **Goal 3: Communications and Public Education**
Conduct outreach activities, both internally and externally, to make known the benefits and activities of the program.

▸ **Goal 4: Performance Management**
Develop measures to assess performance of the Operation Green Light program. Strive to continually improve performance.

1 Introduction

Since its development, OGL has continued to be a model program across the country for Metropolitan Planning Organizations and multi-jurisdictional teams as an example for management of regional traffic systems providing benefit to all agencies and travelers in the area. To provide these benefits effectively, the program continues to refine practices and to incorporate new technologies and processes.

With the involvement of OGL member agencies, OGL reviewed the existing strategic plan, and gathered input to develop a strategic plan for the year 2021 and beyond. Staff and member agency input resulted in refinements of goals and objectives to guide the program for the next four years.

This strategic plan provides program direction and a framework for development and implementation of new initiatives. The 2021 strategic plan focuses on four areas: technology and training, budget and planning, communications and public education, and performance management.

This strategic plan not only focuses on the future of the organization, but also provides a history of the Operation Green Light program and an evaluation of progress towards goals from the current strategic plan. An evaluation of the progress made on the current strategic plan will assist in developing achievable tasks that continue to drive the organization towards excellence.

2   Program Operations

The Operation Green Light program provides oversight for a 29-member agency regional traffic program. These services improve traffic flow across the Kansas City metropolitan area.

2.1   Program Overview

OGL is a cooperative effort to improve the coordination of traffic signals and incident response on major routes throughout the Kansas City metro area. Agencies within both Kansas and Missouri are involved with the project. OGL staff provide oversight and technical expertise in implementing and maintaining communications equipment, signal equipment and signal timings for over 750 signals.

Source: https://www.marc.org/Transportation/Programs/Operation-Green-Light/OGL-System-Map
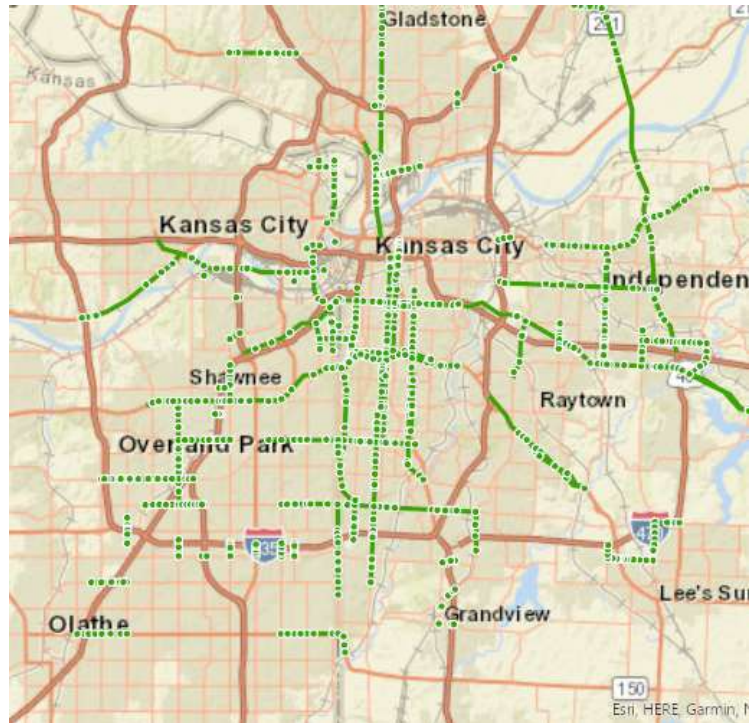
2.1.1   Origin of OGL

In 1998 the City of Kansas City, Missouri, and the Missouri Department of Transportation began a study of alternatives to address traffic signal needs. Through this effort the need for coordination of traffic signal operations across jurisdictional boundaries was recognized. By 1999, the program expanded across the region and was renamed Operation Green Light (OGL). Since its inception, OGL has served its clients well and has become a model program for other regions across the country. **Figure 1** illustrates a historical timeline of the progress of OGL.

Figure 1: OGL Historical Timeline

Consultant team was selected to develop a feasibility study

Solicitation for proposals to develop a strategy defining and analyzing alternative approaches to traffic signal needs

2000

MARC led Steering Committee was formed to determine administrative and intergovernmental aspects of regional signal operations

Project was named "Operation Green Light"

Feasibility Study released

Technical Advisory Committee was formed

Phase 1 starts with the award of $1.5 million in federal funds

Anticipated total cost of project = $30 million, with first phase costing $10 million

First signal re-timing project selected

2005

Consultant selected to design field communications

Contractor selected as project implementer

Consultant selected for software system integration

OGL receives KCITE's 2008 Excellence in Transportation award

OGL official ribbon cutting

2010

Consultants selected to design communications expansion and addition of CCTB under ARRA funding

MOVITE 2009 Transportation Achievement Award for Operations

KDOT Set-aside and STP program funds awarded

Consultant selected to design STP CCTV camera and network redundancy project

MOVITE Transportation Achievement Award for Operations

2015

Grandview, MO and Blue Springs, MO join OGL as partner agencies

Infrastructure Expansion Project Completed

Traffic Signal Analyst added to OGL Staff

2020

Systems Engineering Analysis completed leading to re-selection of TransSuite as Central System Software

Roeland Park, KS joins OGL as a partner agency

2.1.2 Program Description

OGL consists of 29 partner agencies as well the oversight agencies of the Kansas Department of Transportation (KDOT), Missouri Department of Transportation (MoDOT) and the Missouri and Kansas Federal Highway Administration (FHWA) field offices. OGL operates over 750 signals through an Advanced Traffic Management System (ATMS). OGL manages the regional ATMS contract as well as administration of the servers. The agencies of Kansas City in Missouri and Olathe and Overland Park in Kansas administer their own traffic operation centers and servers. The number of signals connected to the OGL system is expected to continue to expand in the coming years.

After being expanded to a regional program in 2000, the core OGL system, including the initial installation of central software and hardware, has been in place since 2006. OGL utilizes a centralized traffic control software, currently TransSuite, as the regional traffic control software. Through the Mid-America Regional Council (MARC), OGL owns a communication system which connects the local jurisdictions. The existing system includes a licensed 18 GHz microwave backbone and unlicensed 5.3/5.4 and 5.8 GHz wireless radio network at intersections. Fiber-optic communications are also used in several locations. A team of professionals maintain the system, provide signal timing optimizations, and monitor many important regional corridors.

The OGL Traffic Operations office is located in the Missouri Department of Transportation Kansas City District facilities located in Lee's Summit, Missouri. OGL is in the same building as the Kansas City Scout Freeway Management Center.

2.1.2.1 Organization

A Steering Committee, consisting of member agency representatives, governs OGL. Generally, the OGL Steering Committee makes recommendations to MARC's Board of Directors regarding the OGL budget, procurement, staffing and other technical and policy decisions that impact development, deployment and operation of the program.

In previous years, a technical sub-committee has at times reported to the Steering Committee. Currently, the Steering Committee is the primary governing body and frequently forms temporary subcommittees to address specific topics as they arise.

2.1.2.2 Program Funding

The OGL Steering Committee approved a two-year budget for a period beginning January 1, 2021. For the two-year period the OGL budget is approximately $2.1 million. Approximately $1.1 million in revenue is from KDOT and MoDOT Surface Transportation Program (STP) funding. The remaining revenue is local agency participation. Every two years during the STP / CMAQ call for projects, the OGL receives dedicated funding prior to the project selection process. The OGL budget utilizes approximately 50% of its budget from STP funds.

The current budget addresses program operations and general maintenance of the communications network. Funding for the next two years have been identified; a current Bi-State infrastructure project has also been funded for approximately $1.5 million. This project includes expansion of CCTV, traffic signal controller replacements, added vehicle detection and fiber options communications in both Kansas and Missouri. Funding in 2023 has also been identified for Advanced Traffic Management System software.

2.1.2.3 Agency Partners

Over the course of the program, OGL has grown to include 29 partner agencies. The most recent of which are the cities of Blue Springs, Missouri and Grandview, Missouri whom both joined in 2017 and the city of Roeland Park, Kansas who has been added during the year 2021. **Figure 2** provides a list of current program partners.

Figure 2: Agency Partners

Kansas
Department of Transportation

Bonner Springs, KS

Fairway, KS

Kansas City, KS/Unified Government
of Wyandotte County

Lansing, KS

Leavenworth, KS

Leawood, KS

Lenexa, KS

Merriam, KS

Mission, KS

Mission Woods, KS

Olathe, KS

Overland Park, KS

Prairie Village, KS

Roeland Park, KS

Shawnee, KS

Westwood, KS

Missouri
Department of Transportation

Belton, MO

Blue Springs, MO

Gladstone, MO

Grandview, MO

Independence, MO

Kansas City, MO

Lee's Summit, MO

Liberty, MO

North Kansas City, MO

Raymore, MO

3   Review of 2017-2020 Strategic Plan

The 2017 strategic plan has been used to guide operations and growth of the OGL organization over the past four years. As this plan is updated and revised to reflect new tasks, it is beneficial to review the 2017 plan and the status of the goals and tasks.

3.1   Goal Status

Six goals were developed for the 2017 - 2020 strategic plan. Under each goal tasks were identified to direct actions of the organization toward the goals. A goal is not necessarily an identified end-point; however, by completing a task the ideas and concepts of that goal are advanced.

3.1.1   Goal 1 Progress - Technology

The main focus of this goal was to continue to develop the OGL system through the use innovative and emerging technologies.

Task	Status	Progress Summary
Task 1: Review and update a comprehensive technology plan that identifies necessary updates to the system and new technology enhancements. Should include a plan to retire outdated technology. It should also be expanded to include other technologies related to the OGL program such as CCTV, adaptive systems and signal equipment.	**Complete**	OGL completed a technology plan encompassing network equipment, CCTV, and software.
Sub-task: Develop a system-critical failure plan. This plan should assess the possibility of system-critical failures and document an appropriate disaster recover (DR) plan. This plan will provide staff with direction on preparation for and recovery from system failures.	**Complete**	OGL completed an internal system-critical failure plan. This plan will require ongoing maintenance.
Task 2: Conduct a review of the central system software. Review alternative software systems and provide recommendations for procurement.	**Complete**	Systems engineering was followed to review the existing system capabilities and current and future needs. Through competitive procurement, TransSuite was re-selected.

| Task 3: A plan should be established that determines how data should be shared with both public and private groups. Data that may be requested includes traffic counts, travel time data, signal operations, mapping, and signal timing optimization model files. | In progress | Developing a technical memorandum documenting data sharing best practices to help OGL define an approach. |
| Task 4: An evaluation of the use of new technology in both current operations and emerging initiatives should be conducted. New technology evaluation will be a task that occurs on a continual basis when considering the implementation schedule. | Ongoing | A subcommittee was formed evaluating various new technologies, resulting in a traffic responsive pilot and other efforts. Evaluation to occur on a continual basis. |

3.1.2   Goal 2 Progress – Funding and Budget

The main focus of this goal was to establish a financial plan that adequately funds Operation Green Light and monitors the budget.

Task	Status	Progress Summary
Task 1: Review the current funding model once every strategic plan period to ensure that the program has adequate funding to maintain operations/maintenance as well as fund new initiatives. The review should consider alternative funding strategies.	Complete	Internal analysis completed
Task 2: Pursue additional federal funding in a more sustainable manner. As staff identifies funding opportunities for operations, maintenance or capital improvement projects, potential for the funding to be secured long-term should be considered and applied for when warranted.	Complete	Identified and secured consistent federal funding through KDOT and MODOT STP funds.
Task 3: Budget Review - As program funding or expenses change, the budget should be reviewed and updated accordingly.	Ongoing	OGL and the steering committee review budgets and expenditures quarterly.

3.1.3 Goal 3 Progress - Planning

The main focus of this goal was to engage in a planning process to ensure the organization remains relevant and serves the needs of member agencies.

Task	Status	Progress Summary
Task 1: Operations documentation should be developed which details the daily tasks of the program and how these tasks are conducted. Documentation pertaining to program operations should be reviewed on a yearly basis to determine if updates need to be made.	**Ongoing**	OGL currently has a working document that is being continually refined.
Task 2: Continue to expand current system services. This includes, but is not limited to including additional signals as requested by member agencies, signal timing services for non-peak periods, and continued development of the incident management program.	**Ongoing**	Multiple signals were added to the system, and incident management plans along I-35, I-70, and I-435 are in various stages of development, installation, and testing.
Task 3: Champion OGL's role in regional transportation initiatives. As opportunities arise for OGL involvement in regional initiatives, OGL staff should investigate and determine, with the assistance of the Steering Committee, if the initiative fits with the goals and purpose of the OGL program and how OGL can be involved.	**Ongoing**	OGL regularly discusses regional initiatives at Steering Committee meetings.

3.1.4 Goal 4 Progress – Communications and Public Education

The main focus of this goal was to conduct outreach activities, both internally and externally, to make known the benefits and activities of the program.

Task	Status	Progress Summary
Task 1: Develop a comprehensive marketing plan for all constituencies – identifying audiences, key messages, tools and techniques.	**In progress**	A communications plan was outlined, and several supporting efforts are underway that will contribute to its completion.
Task 2: Develop a set of tools to build on and strengthen existing relationships with member communities – including elected officials, management and technical staff.	**Ongoing**	OGL developed a brief "fact sheet," along with a timing results video (travel time video) which can be shared with member communities. Additional tools are being explored.

3.1.5 Goal 5 Progress – Training

The main focus of this goal was to provide opportunities for staff and member agencies to improve upon skills and learn about emerging technologies through training.

Task	Status	Progress Summary
Task 1: External Training - Provide training and enhance technical support for member agencies.	**Ongoing**	OGL staff provide training to member agencies as needed for TransSuite. OGL also informs member agencies about training opportunities available from outside organizations.
Task 2: Internal Training - OGL staff should be provided opportunities to improve their knowledge base to enhance operations of the OGL Program.	**Ongoing**	OGL staff make use of training opportunities through outside organizations.

3.1.6 Goal 6 Progress – Performance Management

The main focus of this goal was to develop and use performance measures to assess and improve the performance of the Operation Green Light program.

Task	Status	Progress Summary
Task 1: Review and update the current plan. The plan should consider the balance between local agency and regional performance measures. It should also address the use of performance measurement data and propose a timeline for the implementation of the performance management process.	**Ongoing**	A subcommittee has continued to explore various performance measures, systems, and data sources that will serve these needs. The efforts will likely result with OGL having a system that provides these tools.
Task 2: OGL should implement the performance management process as outlined in the performance management plan.	**In progress**	OGL is using available performance data to manage its operations. Expansion of these efforts is contingent on the completion of Task 1 and the acquisition of a performance management tool and supporting data.

4   Program Mission

OGL member agencies developed a vision and mission statement in 2013. The 2021 strategic plan survey asked member agencies if the current statements are still relevant. The overall response was that both the vision and mission statements continue to be appropriate for OGL. Though, there were a couple responses indicating a desire for a higher emphasis on safety. The current vision and mission statements are:

Vision	Mission
State and local governments work together through Operation Green Light using best practices in traffic management to provide safe and efficient movement for people and goods across a seamless regional transportation system.	Operation Green Light monitors and manages the existing transportation system through safe and efficient traffic signal operations to reduce travel time, fuel consumption and air pollution.

4.1 Regional Significance

Across the metropolitan area, OGL provides services to improve travel time and reduce vehicle emissions benefiting both agencies and travelers. OGL staff provide a core organization to facilitate cooperation and consistency between multiple agencies to improve traffic operations across the metropolitan area.

Through the work of OGL, the framework for a regional communications system dedicated to traffic operations has been developed. A central software and hardware system is in place, accessible to all member agencies. Agencies can address transportation issues across jurisdictional boundaries.

Operation Green Light improves the flow of traffic along the most used arterial routes in the region and improves regional air quality. Through the implementation of traffic signal timing plans along selected routes, OGL has reduced delays on coordinated routes. These traffic signal timings consider all modes of transportation including cars, trucks, buses, pedestrians, and in some locations, transit.

The OGL program operates in real time to monitor traffic signal operations on a regular basis. OGL provides arterial operation oversight to change signal timings to respond to incidents or roadwork. OGL staff looks ahead for future technologies, strategies, and trends that will lead to improved operations and improved levels of service. Opportunities to expand upon the base of services offered should be considered. To maintain relevance in the industry the OGL program should continue to investigate new opportunities and implement new technologies or strategies as appropriate.

5   Strategic Planning Process

Recognizing that the current strategic plan was approaching its end-year, OGL staff began the process of updating the strategic plan through the year 2024 and beyond. All OGL member agencies were invited to participate in the process of reviewing the current strategic plan and developing future goals. Member input was provided through a survey.

5.1   Survey

In January 2021, an online survey tool was used to collect member agency input. Respondents reviewed current services provided by OGL, mission/vision, public outreach, performance measures/self-assessment and planning for future projects. Respondents included comments with each question as well as for OGL in general. Focus areas of the survey were:

- Review of OGL services
- Program mission and vision
- Program outreach and education
- Future projects

Out of 29 agencies, 25 responded to the survey. Responses reflected a favorable review of the services provided by OGL staff and provided insight into what member agencies expect from OGL services. The results were presented at the January 2021 Steering Committee meeting. The detailed results of the survey can be found as an Appendix to this report.

5.1.1   Survey Results Summary

Review of OGL Services

Respondents were asked to rank each of OGL's services based on how important each service is to their respective agency. The services included in the survey were expansion of camera network, expansion of communications network, developing signal timings, data collection services, traffic related studies, training, and regional technology leadership. All services were generally ranked between neutral and highly important, with only between 0 to 2 respondents ranking each service as not important or of little importance. Developing signal timings had the highest average rating and the most 'Highly Important' responses.

Agencies were then given the opportunity to offer suggestions for any service that OGL does not offer that would be desirable. The majority of respondents were happy with the current services, but there were several who were interested in OGL providing additional services. These requested services ranged from information on funding sources, providing performance measures, maintenance issues, and training.

Respondents were also asked if there were any improvements that could be made on existing services. The majority of respondents felt positive about the current services and offered no insight into improving them, though there were a few responses that provided suggestions on how to expand or improve existing services. For example, agencies wanted the ability to record from CCTV camera and expansion of training opportunities.

Program Mission and Vision

Based on survey results, members indicated that the mission and vision remains appropriate for the organization and does not need re-consideration. However, there was a suggestion that greater focus be put on safety. After review, OGL determined the existing statements, which include safety as a primary objective, adequately address it.

The survey also asked if OGL is meeting the needs of member agencies. Responses were overwhelmingly positive, with only 9% of respondents feeling neutral and no responses indicated disagreement or strong disagreement.

Outreach/Public Education

The overwhelming majority of responses agreed that OGL should publicize its activities and accomplishments, as well as devise ways to demonstrate the benefits of agencies investing in OGL. Respondents commented that this would allow them to better educate elected officials, management staff, and the public on the benefits and purpose of OGL. There was also a thought that this could help expand OGL to more agencies by making the public aware of the improvements made by being part of OGL.

The survey also gave respondents the opportunity to offer ideas for ways OGL can help publicize its message and promote itself. Almost all responses felt there were some improvements that could be made to help publicize OGLs accomplishments. There were a wide range of answers from social media or a quarterly newsletter, to focusing on just publicizing it to decision makers.

Future Projects

The final section of the survey informed the agencies that OGL is maintaining a list of projects that will be undertaken once funding becomes available. The respondents asked for guidance on the types of projects or specific projects that agencies would like to be added to this list. Many of the responses focused on technological upgrades/modernization of existing systems or expansion of existing services. Though, a few responses advised that OGL should focus on developing performance measures and ensuring the existing systems are working correctly before expanding.

6   Strategic Plan

Stakeholder input and the current plan provided the foundation for revising and updating the strategic plan. Based on stakeholder input there was overall support for the goals in the existing strategic plan. The goals continue to be relevant and represent major areas of interest for the program. However, based on input provided in the survey, and more specifically from discussions at the workshop, it was determined that an additional goal addressing performance management would be appropriate.

Within each goal, existing tasks were reviewed. Tasks were modified or removed from the strategic plan if no longer relevant to the program. New tasks were also developed based on stakeholder and staff input as well as potential future initiatives for the program.

6.1   Plan Goals

6.1.1   Goal 1: Technology and Training

Continue to develop the Operation Green Light system through the use of innovative and emerging technologies. Provide opportunities for staff and member agencies to improve upon skills and learn about emerging technologies through training.

The Operation Green Light program relies heavily on an extensive system to efficiently and effectively achieve program goals. While communication network technology continues to evolve, OGL staff must maintain current equipment while investigating emerging technologies to determine opportunities to enhance the system. When considering technology, current program initiatives should be considered while also envisioning how current and emerging technologies can be used to improve operations. Training opportunities should be made available for staff as well as for member agencies to expand the knowledge of the OGL system as well as traffic system management, in general. OGL is also currently maintaining a focus on high levels of cyber security. Cyber security should also be an ongoing focus of both internal and external training.

Task A – *Technology Plan*

- Review and update the comprehensive technology plan to identify necessary updates to the system and new technology enhancements. The document should be updated to provide a plan to retire outdated technology and identify opportunities to enhance the system. The document should also be expanded to include consideration of other technologies related to the OGL program, including but not limited to communication and server equipment, hardware, and software.

Task B – *New Technology Evaluation*

- When considering new technology, an evaluation of the use of that technology in both current operations and emerging initiatives should be conducted. As opportunities to implement new technologies arise, how that technology may be used to advance the existing system should be considered. In addition, it should be evaluated if that technology has the potential to be used in other future initiatives such as connected/automated vehicles, incident management, adaptive systems, etc. New technology evaluation will be a task that occurs on a continual basis when considering the implementation schedule. As new technologies are developed and identified, OGL staff or Steering Committee members can recommend review of the technology to the OGL board. The Steering Committee can then direct a sub-committee or OGL staff to investigate the potential use of the technology.

- As part of new technology evaluation, OGL should identify opportunities to maintain and increase their role in regional transportation initiatives. Currently identified initiatives include Integrated Corridor Management, Incident Management, Adaptive Systems, Transportation Systems Management and Operations, and Connected/Automated Vehicles. OGL should coordinate with partner agencies to identity additional future opportunities as well as determining OGL's role and level of involvement.

Task C – *Expand System Services*

- Continue to expand the current system services, which includes, but is not limited to:
    - Review opportunities to include signals along lower-volume streets in the OGL network as requested by member agencies.
    - Investigate opportunities to provide signal timing services during non-peak periods to provide for optimal use of equipment in place. Non-peak periods may include off-peak, holiday, or event timings.
    - Expansion of CCTV and communications network.
    - Cater services to specific agencies. An 'a la carte' option can be considered.

Task D – *External Training*

- Provide training and enhanced technical support for member agencies. The OGL program provides a central organization for the sharing of information and skills related to traffic system management. As opportunities arise, or at the request of member agencies, OGL staff should facilitate training for member agencies.

Task E – *Internal Training*

- Staff of the OGL program are responsible for management of an extensive communications and signal operations network. Management of this system requires not only technical knowledge of communications and signal equipment, but also signal operations, traffic system management and fiber/wireless communications networks. OGL staff should be provided opportunities to improve their knowledge base to enhance operations of the program.

6.1.2 Goal 2: Budget and Planning

Maintain and monitor a financial plan that adequately funds the program. Engage in a planning process to ensure the organization remains relevant and serves the needs of member agencies.

The current OGL budget primarily supports the operations of the program; funding for program expansion is not typically available without pursuing additional funding options. While funding has been secured from both MoDOT and KDOT through the Surface Transportation Program (STP), member agencies have expressed that identifying and obtaining sustainable funding for the program is important. Additional program expansion will require identification of additional funding to support investigation and procurement of new equipment. As additional funding becomes available, the OGL budget should be reviewed and updated to account for funding changes.

Task A - *Review of Funding*

- OGL should review the current funding model periodically to ensure that the program has adequate funding to maintain operations/maintenance as well as fund new initiatives. The review should consider alternative funding strategies. As opportunities to provide additional services arise, investigate the cost/benefit of providing these services and determine the effect of providing the service to the funding model.

Task B – *Improvements Project List*

- OGL should maintain an evolving list of desired improvement projects for the region so as funding becomes available or additional funding is found there is a prioritized use. Identifying projects prior to funding can also help secure funding specific to the project. This list should be updated every two years, alternating years with budget renewal.

Task C – *Pursue Additional Funding*

- Partner agencies have expressed an interest in identifying and petitioning for funding that would support operations and maintenance of the program in a more sustainable manner. As OGL staff identifies funding opportunities for operations, maintenance, or capital improvement projects, potential for the funding to be secured long-term should be considered and applied for when warranted. The Improvements Project List, as part of Task B, should be used as a plan to target these additional funding sources.

Task D – *Budget Review*

- As program funding or expenses change, the budget should be reviewed and updated accordingly, at least every two years.

6.1.3   Goal 3: Communications and Public Education

Conduct outreach activities, both internally and externally, to make known the benefits and activities of the program.

Task A – *Comprehensive Communications Plan Update*

- A common response from partner agencies is the need for better outreach and education about the OGL program. Such outreach is needed both internally to member agencies (elected officials, management and technical staff) as well as externally to the public. A comprehensive communications plan should be developed to identify and provide a plan for OGL staff to communicate both internally and externally about the program. A draft communication plan has been created with some currently active elements, but needs further refinement to be completed.

Task B – *Public Education and Outreach Plan*

- OGL has developed a small sample of outreach materials to show the benefit of the OGL program to member communities. These materials should be enhanced and expanded upon to build on and strengthen existing relationships with member communities. Member agencies indicated that education internally within their public agency is difficult due to staff and elected official turnover. These documents detailing services provided by OGL staff, and the financial benefit of OGL services for member agencies can help to better cater services to individual agencies.

- Public outreach materials should also be developed. A consensus among member agencies shows that the general public has little knowledge of OGL and what its services and benefits are. Materials, such as fact sheets and videos, should be developed to educate and increase public awareness of OGL and its benefits. In order to reach more of the general public, a presentation on OGL and its benefits should be prepared. OGL staff should notify City Councils, Neighborhood Groups, and engineering and non-engineering professional organizations about their willingness to present.
- OGL should make regular presentations to City Councils, Neighborhood Groups, and engineering and non-engineering professional organizations.

Task C – Coordination

- A desire for more coordination between OGL and other regional organizations or systems was expressed by members and OGL. Some of the organizations mentioned were KC Scout, the Kansas City Area Transportation Authority, and the Bike Ped Advisory Committee. OGL should maintain regular communication between organizations to continue a mutually beneficial relationship between organizations.

6.1.4 Goal 4: Performance Management

Develop and use measures to assess and improve the performance of the Operation Green Light program. Strive to continually improve performance.

Task A – *Performance Measures*

- Using resources already available as well as emerging technologies, OGL should develop a set of quantifiable performance measures to evaluate operations at individual intersections as well as along signalized corridors. OGL currently uses the Synchro software application as well as travel time runs for evaluation, but should strive to incorporate an automated gathering of performance measures to be used on a regional scale.

Task B – *Performance Measures Implementation*

- OGL should use a set of criteria for developing and implementing performance measures. These criteria shall:

  o Directly impact the achievement of OGL program goals.
  o Offer clear and measurable results.
  o Offer results that the program has a specific responsibility to achieve.

7   Summary

The success of a strategic plan in guiding an organization is dependent upon how the strategic plan is used. Through this strategic plan, OGL staff and agency partners can work together to achieve goals that will further advance the organization. OGL staff will be accountable for reporting to partner agencies progress regarding implementation of this strategic plan. By focusing on the plan goals of technology and training, budget and planning, communications and public education, and performance management, OGL can continue to be a model program.

Goal 1: Technology and Training

Task A – *Technology Plan*
Task B – *New Technology Evaluation*
Task C – *Expand System Services*
Task D – *External Training*
Task E – *Internal Training*

Goal 2: Budget and Planning

Task A – *Review of Funding*
Task B – *Improvements Project List*
Task C – *Pursue Additional Funding*
Task D – *Budget Review*

Goal 3: Communications and Public Education

Task A – *Comprehensive Communications Plan Update*
Task B – *Public Education and Outreach Plan*
Task C – *Coordination*

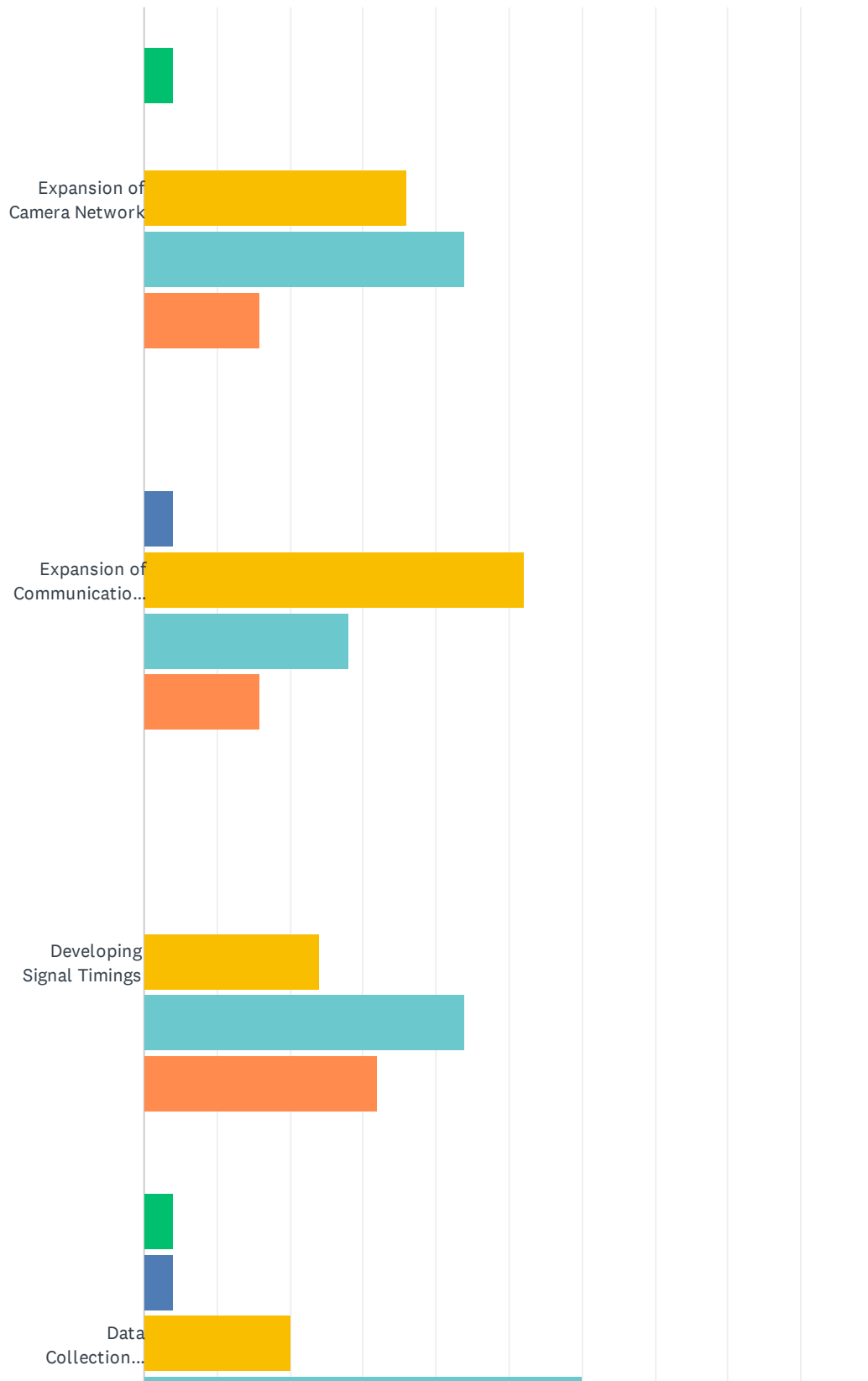**Goal 4: Performance Management**

Task A – *Performance Measures*
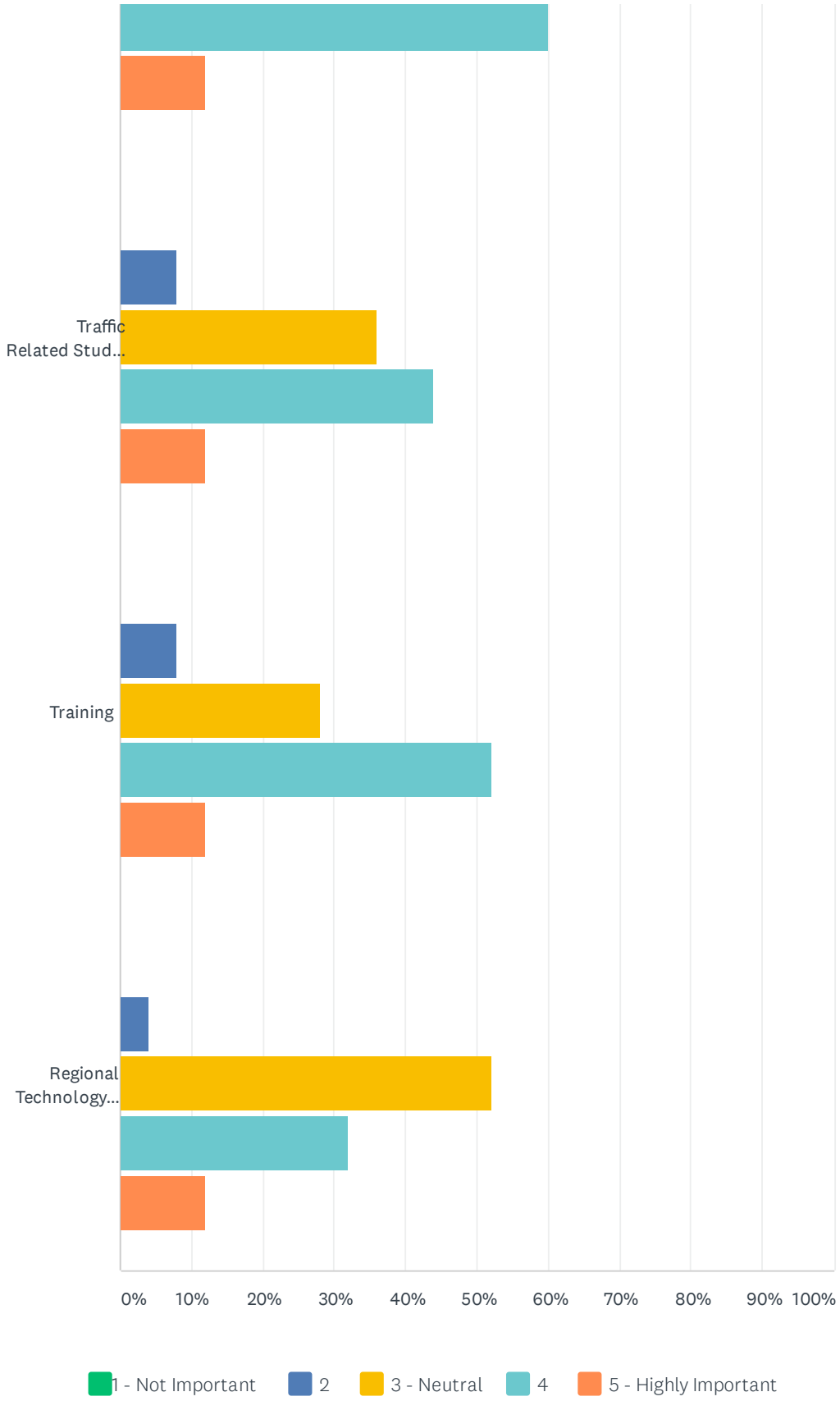Task B – *Performance Measures Implementation*

8   Appendix: Survey Results

Q1 Rate these services and products that OGL offers based on the importance and desirability to you and your agency.
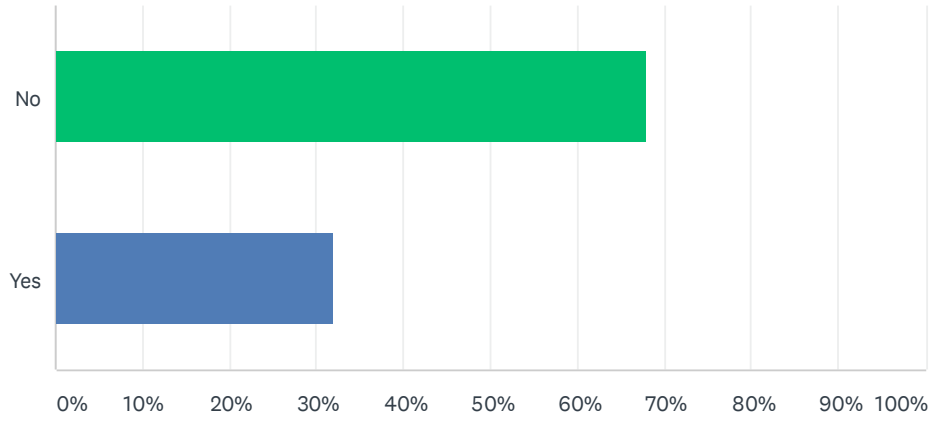
Answered: 25   Skipped: 0

| | 1 - Not Important | 2 | 3 - Neutral | 4 | 5 - Highly Important |

	1 - NOT IMPORTANT	2	3 - NEUTRAL	4	5 - HIGHLY IMPORTANT	TOTAL
Expansion of Camera Network	4.00% 1	0.00% 0	36.00% 9	44.00% 11	16.00% 4	25
Expansion of Communications Network/Interconnect	0.00% 0	4.00% 1	52.00% 13	28.00% 7	16.00% 4	25
Developing Signal Timings	0.00% 0	0.00% 0	24.00% 6	44.00% 11	32.00% 8	25
Data Collection Services	4.00% 1	4.00% 1	20.00% 5	60.00% 15	12.00% 3	25
Traffic Related Studies	0.00% 0	8.00% 2	36.00% 9	44.00% 11	12.00% 3	25
Training	0.00% 0	8.00% 2	28.00% 7	52.00% 13	12.00% 3	25
Regional Technology Leadership (Pilot Projects)	0.00% 0	4.00% 1	52.00% 13	32.00% 8	12.00% 3	25

	1 - NOT IMPORTANT	2	3 - NEUTRAL	4	5 - HIGHLY IMPORTANT	TOTAL

Q2 Are there any additional services or products that your agency would like OGL to offer?

Answered: 25   Skipped: 0

ANSWER CHOICES	RESPONSES	
No	68.00%	17
Yes	32.00%	8
TOTAL		25

Q3 Are there any ways that you would like to see existing services expanded or improved upon?

Answered: 25   Skipped: 0
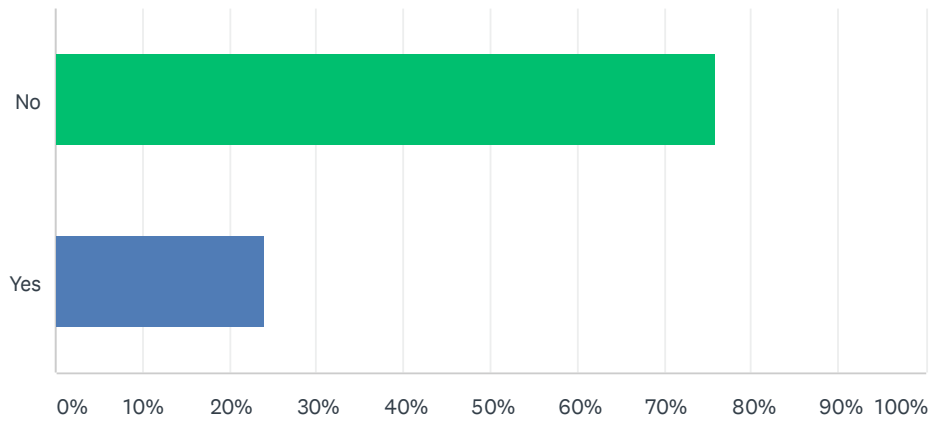
ANSWER CHOICES	RESPONSES	
No	76.00%	19
Yes	24.00%	6
TOTAL		25

Q4 Is the current Vision statement of OGL still relevant? State and local governments work together through Operation Green Light using best practices in traffic management to provide safe and efficient movement for people and goods across a seamless regional transportation system.
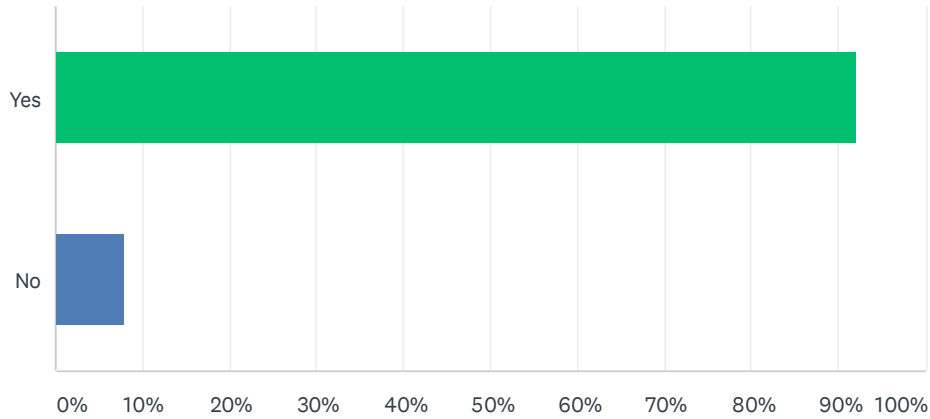
Answered: 25   Skipped: 0
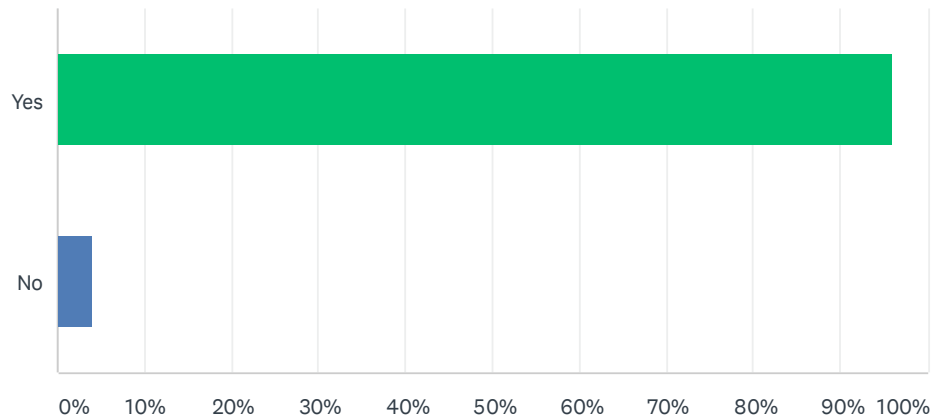
ANSWER CHOICES	RESPONSES	
Yes	96.00%	24
No	4.00%	1
TOTAL		25

Q5 Is the current Mission statement of OGL still relevant?Operation Green Light monitors and manages the existing transportation system through safe and efficient traffic signal operations to reduce travel time, fuel consumption and air pollution.
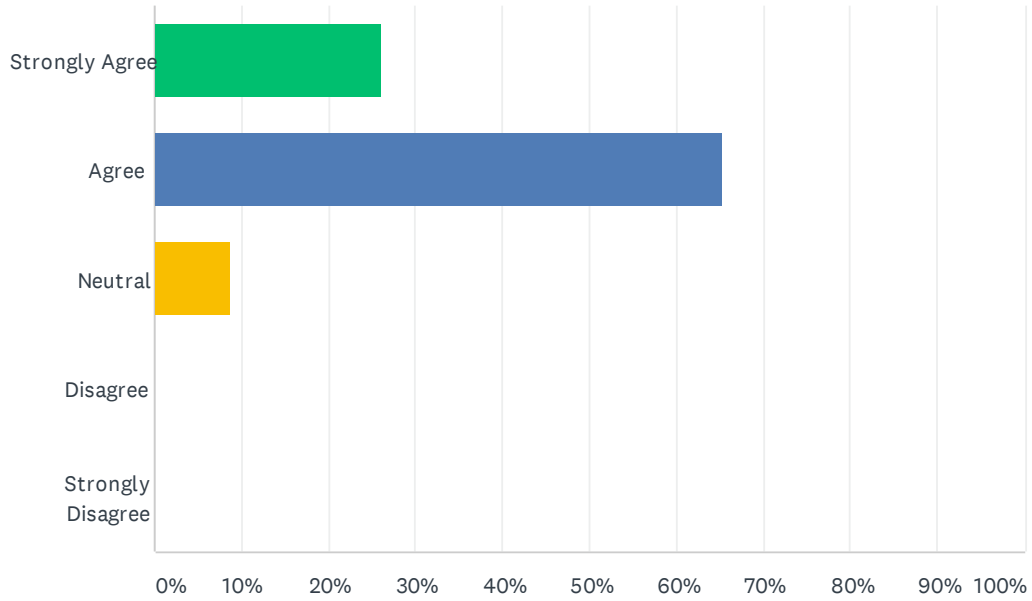
Answered: 25   Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes	92.00%	23
No	8.00%	2
TOTAL		25

Q6 OGL meets the needs of member agencies and the region.

Answered: 23   Skipped: 2

ANSWER CHOICES	RESPONSES	
Strongly Agree	26.09%	6
Agree	65.22%	15
Neutral	8.70%	2
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		23

Q7 Would it be beneficial to monitor and share how well the OGL investments are improving travel on OGL corridors?

Answered: 23   Skipped: 2
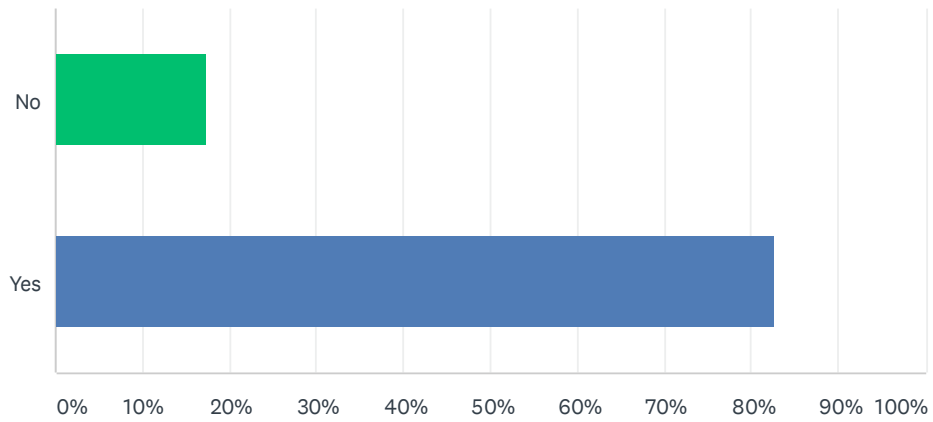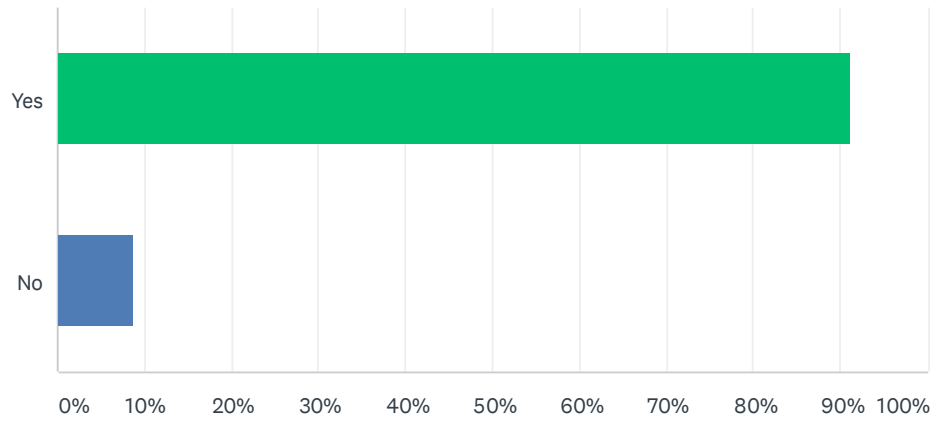

ANSWER CHOICES	RESPONSES	
No	17.39%	4
Yes	82.61%	19
TOTAL		23

Q8 Should OGL publicize its activities and accomplishments?

Answered: 23   Skipped: 2

ANSWER CHOICES	RESPONSES	
Yes	91.30%	21
No	8.70%	2
TOTAL		23