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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. In 2016 OGL staff began the process of reviewing the current strategic plan and updating for the years 2017 to 2020.

OGL staff and Steering Committee members began the process of providing input and discussing an update to the strategic plan the summer of 2016. 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 and workshop 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 satisfied with services provided by the OGL program and few recommendations for improvements to the program were received. Member agencies also responded with support for the current mission and vision of the OGL program, as well as positive support for the goals of the current strategic plan. The update of the 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**
  Continue to develop the Operation Green Light system through the use of innovative and emerging technologies.

- **Goal 2: Funding and Budget**
  Maintain a financial plan that adequately funds the program and monitors the budget.

- **Goal 3: Planning**
  Engage in a planning process to ensure the organization remains relevant and serves the needs of member agencies.

- **Goal 4: Communications and Public Education**
  Conduct outreach activities, both internally and externally, to make known the benefits and activities of the program.

- **Goal 5: Training**
  Provide opportunities for staff and member agencies to improve upon skills and learn about emerging technologies through training.

- **Goal 6: Performance Management**
  Develop performance measures to assess performance of the Operation Green Light program.
1 Introduction

This strategic plan provides program direction and a framework for development and implementation of new initiatives. The 2013 - 2016 strategic plan focused on five areas: technology, funding, planning, marketing and public education, and training.

Since development of the 2013 - 2016 strategic plan, 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 continue providing these benefits effectively, the program must continue to refine practices and adapt to new technologies and processes.

With the involvement of OGL member agencies, the existing strategic plan was reviewed and input was gathered for development of a strategic plan for the years 2017 - 2020. Staff and member agency input resulted in re-development of goals and objectives to guide the program for the next four years.

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 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 24-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 across the Kansas City region to improve traffic signal coordination. 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 700 signals.

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
- MARC led Steering Committee was formed to determine administrative and intergovernmental aspects of regional signal operations
- Technical Advisory Committee was formed
- Anticipated total cost of project ~ $30 million, with first phase costing $10 million
- First signal re-timing project selected
- Consultant selected to design field communications
- OGL official ribbon cutting
- OGL receives MoVITE’s 2009 Transportation Achievement Award for Operations
- KDOT Set-aside and STP program funds awarded
- 2015/2016 STP program funds awarded
- MOVITE Transportation Achievement Award for Operations
- Expansion of OGL onto K-7 corridor
- Consultant selected to design STP CCTV camera and network redundancy project
- Solicitation for proposals to develop a strategy defining and analyzing alternative approaches to traffic signal needs
- OGL receives KCITE’s 2008 Excellence in Transportation award
- Consultant selected to design communications expansion and addition of CCTV under ARRA funding
2.1.2 Program Description

OGL consists of 24 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 700 signals through a central software system. The system is expected to expand by approximately a dozen signals in 2017. Through the Mid-America Regional Council (MARC), OGL owns the communication system which 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.

The OGL project was initiated in 1998 when Kansas City, MO began analyzing alternative approaches to traffic signal needs. In 1999 the Mid-America Regional Council (MARC) continued to develop the project from a more regional perspective and in 2000 the Operation Green Light program was named. 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. A communications network connects local jurisdictions to this system. 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 can appoint a sub-committee to address specific issues as they arise.

2.1.2.2 Program Funding

The OGL Steering Committee approved a two-year budget for a period beginning April 1, 2016. For the two-year period the OGL budget is approximately $2.2 million. Approximately $1.0 million in revenue is from KDOT and MoDOT Surface Transportation Program (STP) funding. Federal funding for 2017 has been authorized. The remaining revenue is local agency participation.

The current budget addresses program operations and general maintenance of the network. Funding for the next four years has been identified. Congestion Mitigation Air Quality (CMAQ) funding has been identified to support expansion of the OGL network to
Blue Springs, MO and Grandview, MO as well as the installation of small CCTV and fiber expansion projects.

In 2016, OGL staff worked with the Steering Committee to identify sustainable sources of funding. The program currently receives Surface Transportation Program (STP) funding from KDOT and MoDOT. In the past, OGL has had to petition for funds each funding cycle. Due to OGL’s operation as a regional organization serving the needs of agencies on both sides of the state line, the organization petitioned for dedicated STP funding to be set aside prior to the consideration of other agency specific projects. OGL has secured STP funding for 2019-2020.

2.1.2.3 Agency Partners
Over the course of the program, OGL has grown to include 24 partner agencies. The Cities of Blue Springs, Missouri and Grandview, Missouri are in the process of becoming agency partners with OGL. That process is expected to be complete in 2017. Figure 2 provides a list of program partners.
Figure 2: Agency Partners

<table>
<thead>
<tr>
<th>Kansas</th>
<th>Missouri</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonner Springs, KS</td>
<td>Belton, MO</td>
</tr>
<tr>
<td>Fairway, KS</td>
<td>Blue Springs, MO (member in 2017)</td>
</tr>
<tr>
<td>Kansas City, KS/Unified Government of Wyandotte County</td>
<td>Gladstone, MO</td>
</tr>
<tr>
<td>Lansing, KS</td>
<td>Grandview, MO (member in 2017)</td>
</tr>
<tr>
<td>Leavenworth, KS</td>
<td>Independence, MO</td>
</tr>
<tr>
<td>Leawood, KS</td>
<td>Kansas City, MO</td>
</tr>
<tr>
<td>Lenexa, KS</td>
<td>Lee's Summit, MO</td>
</tr>
<tr>
<td>Merriam, KS</td>
<td>Liberty, MO</td>
</tr>
<tr>
<td>Mission, KS</td>
<td>North Kansas City, MO</td>
</tr>
<tr>
<td>Mission Woods, KS</td>
<td>Raymore, MO</td>
</tr>
<tr>
<td>Olathe, KS</td>
<td></td>
</tr>
</tbody>
</table>
3 Review of 2013-2016 Strategic Plan

The 2013 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 2013 plan and the status of the goals and tasks.

3.1 Goal Status

Five goals were developed for the 2013 - 2016 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 use current and emerging technology to support and enhance the OGL system.

<table>
<thead>
<tr>
<th>Task</th>
<th>Status</th>
<th>Progress Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1: Develop and implement a comprehensive technology plan that identifies necessary updates to maintain the system, including new technology enhancements and other updates to be considered as they become available. Identify costs and benefits of each.</td>
<td>Complete</td>
<td>OGL completed a Technology Study fall of 2014.</td>
</tr>
</tbody>
</table>

3.1.2 Goal 2 Progress – Funding

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

<table>
<thead>
<tr>
<th>Task</th>
<th>Status</th>
<th>Progress Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1: Consider a new funding strategy, which could include providing a menu of services and establishing fees.</td>
<td>Complete</td>
<td>Internal review conducted, no deliverable submitted.</td>
</tr>
<tr>
<td>Task 2: Pursue additional federal funding from USDOT, DOE and other agencies</td>
<td>Complete</td>
<td>Secured STP funding for 2019-2020.</td>
</tr>
<tr>
<td>Task 3: Develop contingency plans for addressing OGL membership changes as needed.</td>
<td>Complete</td>
<td>Analysis conducted and summarized in an October 2014 report.</td>
</tr>
<tr>
<td>Task 4: Consider revising the period-of-service agreements with member agencies.</td>
<td>Complete</td>
<td>Agreements are on a two-year cycle meeting federal requirements.</td>
</tr>
</tbody>
</table>
3.1.3 Goal 3 Progress - Planning
The main focus of this goal was to engage in ongoing planning efforts to assess the operation of OGL, its structure and its implementation.

<table>
<thead>
<tr>
<th>Task</th>
<th>Status</th>
<th>Progress Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1: Create appropriate documentation, as outlined in the FHWA Regional Traffic Signal Management Assessment.</td>
<td>In progress</td>
<td>Several program documents have been developed. Program documentation continues.</td>
</tr>
<tr>
<td>Task 2: Evaluate governance structure to determine if changes are warranted to ensure efficiencies and greater member participation.</td>
<td>Complete</td>
<td>Meeting and chairperson structure modified.</td>
</tr>
<tr>
<td>Task 3: Assess the possibility of system-critical failures and devise an appropriate response plan.</td>
<td>Complete</td>
<td>System back-up and redundancy of network in place.</td>
</tr>
<tr>
<td>Task 4: Develop protocols for expansion of current system services, considering signals on lower-volume streets, use of OGL during non-peak periods and incident management.</td>
<td>In progress</td>
<td>OGL staff reviews opportunities to improve signal timings during off-peak periods. OGL staff are also in the process of developing an incident management program.</td>
</tr>
<tr>
<td>Task 5: Continue to expand the use of CCTV cameras throughout the OGL system to improve efficient system management.</td>
<td>Complete</td>
<td>A CCTV expansion project was completed in 2015.</td>
</tr>
</tbody>
</table>

3.1.4 Goal 4 Progress – Marketing and Public Education
The main focus of this goal was to market Operation Green Light to all audiences so that they are aware of its services and benefits.

<table>
<thead>
<tr>
<th>Task</th>
<th>Status</th>
<th>Progress Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1: Develop a comprehensive marketing plan for all constituencies – identifying audiences, key messages, tools and techniques.</td>
<td>In progress</td>
<td>Marketing tools developed included pamphlets describing program operations and a travel time video.</td>
</tr>
<tr>
<td>Task 2: Build on and strengthen existing relationships with member communities – including elected officials, management and technical staff.</td>
<td>In progress</td>
<td>OGL staff provide materials or presentations as requested by agencies.</td>
</tr>
</tbody>
</table>
3.1.5 **Goal 5 Progress – Training**

The main focus of this goal was to maximize member understanding and operation of OGL through appropriate training.

<table>
<thead>
<tr>
<th>Task</th>
<th>Status</th>
<th>Progress Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Task 1: Provide training and enhance technical support for member agencies.</em></td>
<td>Complete</td>
<td>OGL staff developed training videos for use by agencies. Provided agency requested training on OGL system.</td>
</tr>
</tbody>
</table>
4 Program Mission

OGL member agencies developed a vision and mission statement in 2013. The 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.

**Vision**
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.

**Mission**
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 is providing 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, working together in partnership, are able to 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.

The traffic and transportation industry is constantly evolving. As a program based on communications, data, and real-time traffic monitoring, OGL staff is continually looking ahead for future technologies, strategies, and trends that will lead to improved operations and level of service. Opportunities to not only provide improved services but also 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 2020. 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 via a survey as well as a workshop.

5.1 Survey

An online survey tool was used to collect member agency input. Respondents were asked to review current services provided by OGL, mission/vision, funding, outreach and programming. Focus areas of the survey are organized as follows:

- Review of current services
  - Communications system
  - TransSuite
  - Signal timing
  - Traffic counts
- Meeting organization
- Program outreach and education
- Strategic plan
- Program funding
- Program mission and vision

Members were provided two weeks to respond to the survey. Overall, survey results were positive. Responses reflected a favorable review of the services provided by OGL staff.

5.1.1 Survey Results Summary

Review of Current Services

All responses received regarding current services ranged from neutral to positive, with the majority of the responses indicating OGL is meeting the needs of member agencies and providing an adequate level of service.

**Communications:** Respondents that use the communications network indicated overall approval with the system and support provided by OGL.

**TransSuite:** The majority of respondents (70%) indicate that they occasionally to regularly use TransSuite. Overall, users indicated satisfaction with the system and support provided by OGL. Of those respondents that do not use TransSuite, there is an indication that training could be valuable in increasing agency use of the program.
**Signal Timing:** Respondents that utilize OGL for signal timing assistance indicate overall satisfaction of the work product and support provided by OGL. Of those not utilizing OGL for signal timing assistance, respondents indicate that they have agency staff conducting that work.

**Data Collection:** Only 25% of the respondents indicate that they utilize OGL for data collection services. Of the agencies utilizing data collection services, there was overall approval with the work product provided. Of those agencies not using the service, most conduct their own data collection or are not aware of the data collection assistance OGL can provide.

**Program Organization**
Survey respondents indicated overall support of the organizational structure of the program. There is support for the use of one or more specialized technical committees (in addition to the steering committee) on an as-needed basis. Respondents overall indicated support for meeting content, length, frequency and location.

**Outreach/Public Education**
There was a mixed response regarding OGL providing assistance to local agencies to educate elected officials, management staff and the public on the benefits and purpose of OGL. However, there was stronger agreement from respondents for OGL publicizing the activity and accomplishments of the program.

Based on responses, OGL assistance in developing and promoting a common message may be beneficial. Focusing outreach/public education using methods currently utilized by local agencies – social media, website and local newspaper/city newsletter should be considered.

**Mission/Vision/Strategic Plan Goals**
Based on survey results, members indicated that the mission and vision remains appropriate for the organization and does not need re-consideration. Respondents supported the current strategic plan goals.

**Funding**
The majority of respondents agree that OGL is adequately funded for the current program. There is also overall support for OGL continuing to petition for dedicated STP program funding. Respondents support the current local agency funding model, but also indicate interest in having a menu of services available.

**5.1.2 Workshop**
Member agencies were invited to attend a workshop focusing on the strategic plan. The brainstorming workshop was held in conjunction with the quarterly OGL meeting in an effort to increase participation.

Seven agency members were present for the meeting, in addition to a representative for
an agency that is in the process of joining OGL. Consulting team staff provided a presentation update on the status of the strategic plan process. The presentation also included a look at several potential future initiatives for the transportation/traffic industry. Meeting attendees then divided into two groups to discuss further the future of the OGL program.

Questions presented for discussion during the break-out groups included:

- What is the most important issue facing OGL?
- Where do you see OGL going in the next 5-10 years?
- What is OGL’s role in the multi-modal world? Are there other partners/agencies that need to be working with OGL (e.g. KCATA)?
- What has to happen for OGL to be successful in achieving these goals? (Referring to potential goals presented during discussion on previous questions.)
- What should OGL’s role be on initiatives for: incident management, regional performance measures, adaptive traffic signal control, ICM (integrated corridor management), connected vehicles, automated vehicles and regional traveler information?

The majority of the conversation for both groups centered on marketing/public education and funding. There was a general consensus among both groups that the work OGL conducts is important and that a good product is delivered. Concerns discussed regarding marketing included:

- Staff turnover – When staff turnover within an agency occurs, there is sometimes a lack of knowledge regarding the OGL program transferred to the new staff contact. How can OGL market to member agencies.
- Elected officials – When new officials are elected, how do agency staff educate them on the OGL program. How often should this outreach be conducted.
- Public – How is the program marketed to the public and what information should be marketed.

Funding was also discussed for a significant portion of the break-out sessions. Discussion included:

- How stable is ‘off the top’ STP funding.
- What are other alternate ‘stable’ funding mechanisms.
- Is there a plan in place if an agency leaves OGL.
- Within the existing OGL budget is there room to explore new initiatives. When does planning need to occur to secure funding for new opportunities.

Both break-out groups expressed an interest in investigating opportunities to develop regional performance measures.

While agencies expressed an interest in OGL staff presenting new technology opportunities and initiatives, there was not strong direction provided for OGL’s role in future transportation initiatives.
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

Continue to develop the Operation Green Light system through the use of innovative and emerging technologies.

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.

Task A – Technology Plan

- Review and update the comprehensive technology plan to identify necessary updates to the system and new technology enhancements. The recommended review year for the plan is 2017. 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 CCTV, adaptive systems and signal equipment.
  - A sub-task of the technology plan is the development of a system-critical failure plan. 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.
    - OGL staff have been proactive in reviewing the OGL network and providing for system redundancy and robustness over the past four years. A network stability review should be conducted and
opportunities to improve system redundancy and robustness should be identified. When new agencies or corridors are added to the network OGL staff should revisit network stability and identify opportunities for redundancy, as appropriate.

- **Work Product:** A technology plan encompassing network equipment, CCTV, software and critical failure/disaster recovery.

Task B – **Central System Software Evaluation**

- Conduct a review of the central system software. Review alternative software systems and provide recommendations for procurement.

- **Work Product:** A technical memorandum evaluating various software and providing a recommended evaluation and procurement method.

Task C – **Data Sharing Strategy**

- As the use of technology continues to grow within the transportation industry, data that was previously difficult to obtain can now be collected more efficiently. Other entities, public or private, may request this data. 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.

- **Work Product:** A technical memorandum documenting OGL’s approach to data sharing.

Task D – **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 as well as 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.
• **Work Product:** A technical memorandum summarizing the evaluation of new technology being considered for adoption. One memo should be developed as each new technology is evaluated.

### 6.1.2 Goal 2: Funding and Budget

*Maintain a financial plan that adequately funds the program and monitors the budget.*

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) for 2019 - 2020, 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 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. The next review period is recommended to occur in 2018. 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.

- **Work Product:** A funding evaluation memorandum considering sources of income as well as income and expenditure forecasts.

**Task B – 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.

- **Work Product:** Discussion of additional funding opportunities should be conducted with the Steering Committee as appropriate.
meeting minutes will provide documentation as to committee discussion and direction as funding opportunities are presented to the committee.

**Task C – Budget Review**

- As program funding or expenses change, the budget should be reviewed and updated accordingly.

- **Work Product:** A budget review memorandum reviewing current expenditures and evaluating for appropriateness. A memorandum should be produced to correspond with each budget review.

**6.1.3 Goal 3: Planning**

*Engage in a planning process to ensure the organization remains relevant and serves the needs of member agencies.*

The OGL program has been successful in providing a central organization for member agencies throughout the metropolitan area to organize and focus on providing improved traffic operations across jurisdictional boundaries. For the organization to remain relevant and continue to provide a high level of service to member agencies, OGL must focus on planning the next steps to move the organization forward.

**Task A – Program Operations Documentation**

- Since program inception, OGL staff has developed documents regarding system structure, procedures and work products. These documents serve as a tool for providing historical program knowledge, smoother staff transitions and illustrate its successes.
  - 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.
  - The document should include continuous monitoring of regional activities and initiatives, which should be brought before the Steering Committee to determine if and how the OGL program should be involved.

- **Work Product:** A document which describes the scope, services and overall OGL program. This document will be a replacement for the current Concept of Operations.
Task B – 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.
  - Continue to develop the incident management program.
  - Other program initiatives or services as agreed upon by Steering Committee.

- **Work Product:** A technical memorandum summarizing the recommended service should be developed for each service considered.

Task C – Upcoming Transportation Initiatives

- Champion OGL’s role in regional transportation initiatives. As the transportation industry continues to become more data based and connected, OGL may play a role in new initiatives, some of which are described in the table below It is not feasible to identify all potential future opportunities within this strategic plan; OGL involvement in new initiatives should be considered as opportunities arise.

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Recommendation</th>
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<tbody>
<tr>
<td>Integrated Corridor Management (ICM)</td>
<td>Continue involvement with I-35 ICM project</td>
</tr>
<tr>
<td>Incident Management</td>
<td>Continue developing program</td>
</tr>
<tr>
<td>Adaptive Systems</td>
<td>Recommend Committee Discussion</td>
</tr>
<tr>
<td>Transportation Systems Management and Operations (TSMO)</td>
<td>Recommend Committee Discussion</td>
</tr>
<tr>
<td>Connected/Automated Vehicles</td>
<td>Recommend Committee Discussion</td>
</tr>
</tbody>
</table>

- OGL staff or partner agencies may identify opportunities for OGL involvement 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. The Steering Committee should provide a prioritization of known
initiatives to provide the OGL program direction on opportunities to pursue. Dependent upon depth of discussion and recommendation, a memorandum summarizing the committee decision may be produced. The input of partner agencies on the level of involvement of the OGL program in future initiatives will be important.

- OGL is currently involved with the I-35 Integrated Corridor Management (ICM) project. Components of the OGL program may be beneficial to the I-35 ICM project for arterial diversion routing. As a member of MARC, OGL is represented as the adjacent arterial network is a potential tool for corridor management strategies.
- OGL is currently involved with developing a regional incident management program. OGL is partnering with KC Scout to identify opportunities to provide arterial roadway support when highway incidents occur.

**Work Product:** As appropriate, provide a memorandum summarizing the regional initiative(s) discussed and the Steering Committee recommended direction.

### 6.1.4 Goal 4: 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**

- Develop a comprehensive communications plan for all constituencies – identifying audiences, key messages, tools and techniques. A common response from partner agencies through both the survey and workshop 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. The document should identify and provide a plan for OGL staff to provide the program communications both internally and externally.

**Work Product:** A communications plan defining the program approach to internal and external communications.

**Task B – Develop Communications and Outreach Resources**

- Develop a set of tools to build on and strengthen existing relationships with member communities – including elected officials, management and technical staff. Member agencies indicated that education internally within their public agency is difficult due to staff and elected official turnover. Documentation that can
be provided includes general information about the OGL program, a detailing of services provided by OGL staff, and the financial benefit of OGL services for member agencies.

- **Work Product:** Outreach materials.

### 6.1.5 Goal 5: Training

Provide opportunities for staff and member agencies to improve upon skills and learn about emerging technologies through training.

#### Task A – External Training

- Provide training and enhance 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.

- **Work Product:** Training materials developed for external use.

#### Task B – 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.

- **Work Product:** OGL staff member attendance at training opportunities should be reflected in committee meeting minutes or financial documentation.
6.1.6 Goal 6: Performance Management

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

Task A – Performance Management Plan

- A study addressing performance measures was submitted in 2013. Review the current study and update as appropriate. The study should identify performance measures and methods for acquiring them. If a revision is appropriate, it should consider the balance between local agency and regional program performance measures.
- The plan should address the use of performance measurement data to provide feedback and decision support for improved system operations. Consider the data collected, how that data is produced, and improvements that can be made to obtain better results.
- The plan should address the required steps and propose a timeline for implementation of the performance management process.

  **Work Product:** A performance management plan addressing the previous performance management plan, defining performance measures recommended for use, providing a plan to acquire performance measures, and identifying uses for performance measures as well as review and reporting intervals.

Task B – Performance Management Process Implementation

- OGL should implement the performance management process as outlined in the performance management plan.

  **Work Product:** Progress towards implementation of the performance management plan should be outlined in Steering Committee meeting minutes as updates are provided to the committee.
6.2 Implementation Schedule

The six goals established for this strategic plan represent initiatives that will continue to move the program forward through the next four years and beyond. While some tasks may be able to be accomplished within the four-year strategic plan period, many tasks will require on-going attention and periodic review to ensure OGL remains a relevant program and continues to meet the needs of the community.

The following timeline, Figure 3, has been developed to illustrate a plan for OGL staff to address tasks and make progress towards completing tasks associated with strategic plan goals.
Figure 3: Recommended Strategic Plan Implementation Schedule

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<tbody>
<tr>
<td>1B: Central System Software Evaluation</td>
<td>2B: Pursue Additional Funding</td>
<td>3B: Expand System Services</td>
<td>4B: Develop Communications and Outreach Resources</td>
<td>5B: Internal Training</td>
<td>6B: Performance Management Process Implementation</td>
</tr>
<tr>
<td>1C: Data Sharing Strategy</td>
<td>2C: Budget Review</td>
<td>3C: Upcoming Transportation Initiatives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1D: New Technology Evaluation</td>
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</tbody>
</table>

| Intermittent Task | Ongoing Task |
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, funding and budget, planning, marketing and public education, training, and performance management, OGL can continue to be a model program across the country.

Goal 1: Technology
- Task A – Technology Plan
- Task B – Central System Software Evaluation
- Task C – Data Sharing Strategy
- Task D – New Technology Evaluation

Goal 2: Funding and Budget
- Task A - Review of Funding
- Task B – Pursue Additional Funding
- Task C – Budget Review

Goal 3: Planning
- Task A – Program Operations Documentation
- Task B – Expand System Services
- Task C – Upcoming Transportation Initiatives

Goal 4: Communications and Public Education
- Task A – Comprehensive Communications Plan
- Task B – Develop Communications and Outreach Resources

Goal 5: Training
- Task A – External Training
- Task B – Internal Training

Goal 6: Performance Management
- Task A – Performance Management Plan
- Task B – Performance Management Process Implementation