

STRATEGIC PLAN 2025

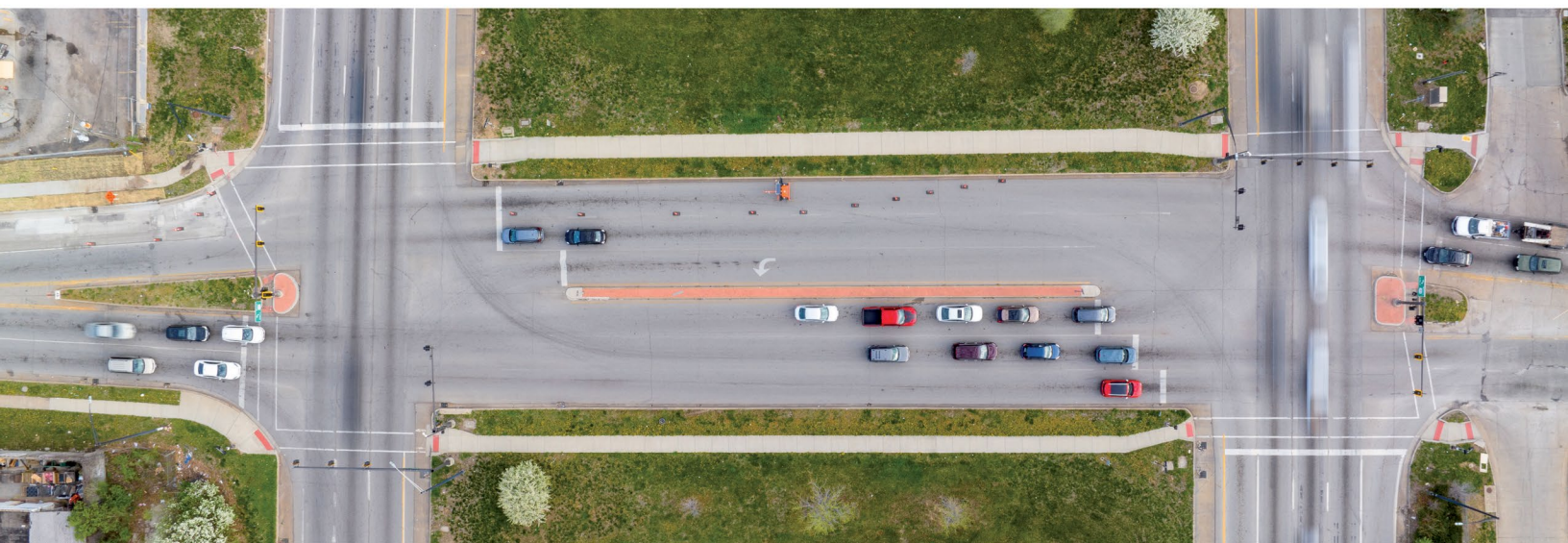


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Executive Summary

Operation Green Light (OGL), a regional traffic signal program launched in 1999, is setting new goals for growth and innovation through its 2025–2029 strategic plan. The process to develop the program started in 1998 as the City of Kansas City, Missouri, and the Missouri Department of Transportation began a joint study to address traffic signal needs. Through this effort, the need for coordination of traffic signal operations across jurisdictional boundaries was recognized. The program expanded across the region and continues to serve its clients well, earning national recognition as a model for signal management and interagency cooperation.

This document, the current strategic plan, for the years 2025–2029, is part of an ongoing process to develop a plan to sustain and grow the Operation Green Light program. As part of that process, Steering Committee members participated in a survey as well as an in-person workshop where they provided input and discussed the current and future goals and aspirations of the program as well as reviewed the current services and benefits provided by those services to determine the progress made toward each goal. This process was also used to brainstorm ideas for the future of the organization.

Based on stakeholder input, member agencies indicated that they are generally satisfied with the services provided by OGL. The consensus was that the services provided by OGL have led to improvements in these areas:

- Traffic flow along the region’s most heavily travelled routes resulting in time savings for road users.
- A reduction in pollutant emissions.
- An increase in safety due to the optimization of signalized corridors leading to fewer crashes.

Stakeholders also mentioned benefiting not only from OGL’s operations with coordinating traffic signals, but also from the staff’s support during planned construction and road work activities as well as during unplanned or emergency events. There was also an appreciation for the expertise and knowledge of OGL staff.

There were also areas that stakeholders found important to focus on for the future to improve and expand the benefits of OGL’s services. These priorities include:

- Continuing improvement of the use of technology including innovation opportunities.
- Use of data to help in decision making.
- Expansion of training opportunities and knowledge dissemination including regional technical support.

The goals and objectives for the strategic plan are shown on the following page:

► **Goal 1: Technology & Training**

Continue to develop the Operation Green Light system using innovative and emerging technologies. Provide opportunities for staff and member agencies to improve 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 the performance of the Operation Green Light program. Strive to continually improve performance.

Introduction

Operation Green Light continues 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.

In collaboration with member agencies, OGL reviewed the existing strategic plan, and created a new roadmap to guide its efforts through the year 2029 and beyond. Staff and member agency input resulted in refinements of goals and objectives to guide the program. This was the first time the Steering Committee convened in person for a strategy session since 2016.

This strategic plan provides program direction and a framework for development and implementation of new initiatives. The 2025 strategic plan focuses on four areas:

- Technology and training.
- Budget and long-term planning.
- Public outreach and communication.
- Performance tracking.

This strategic plan not only focuses on the future of the organization but also reflects on the program's history and its continued impact. A review of the progress made on the current strategic plan is also included to help in developing achievable tasks and practical steps that continue to drive the organization forward.

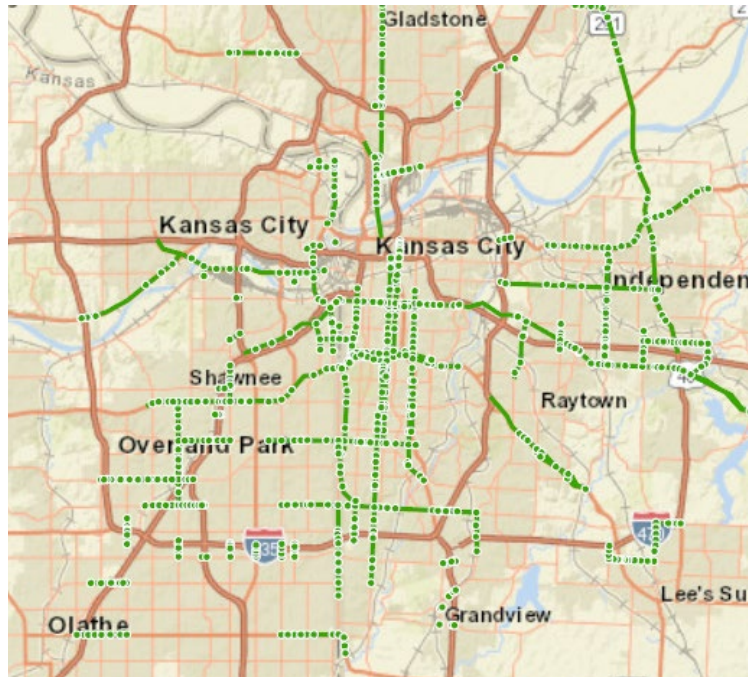
1 Program Operations

1.1 Program Overview

OGL is a significant cooperative effort to improve the operation of traffic signals and incident response on major routes throughout the Kansas City metro area. This includes providing services for over 750 traffic signals across the region and includes agencies from both Kansas and Missouri. OGL staff provide oversight and technical expertise.

1.1.1 Origin of OGL

OGL evolved out of a 1998 study by the City of Kansas City, Missouri, and the Missouri Department of Transportation aimed at improving traffic signal operations. Through this effort, the need for coordination of traffic signal operations across jurisdictional boundaries was recognized. The program was renamed Operation Green Light and began to expand across the region. It has since gained national recognition as a model for traffic system management across multiple jurisdictions. **Figure 1**, on the following page, illustrates a historical timeline of the progress of OGL.



Source: <https://www.marc.org/Transportation/Programs/Operation-Green-Light/OGL-System-Map>

WHAT OGL DOES:

- Develops traffic signal timing plans.
- Manages signal communication equipment.
- Tracks and maintains signal malfunctions.
- Initiates developed arterial diversion route timing plans.
- Maintains a traffic responsive pilot on U.S. Highway 71.

1998–1999

- 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

2000–2004

- Program was named “Operation Green Light”
- Feasibility Study released
- Phase 1 starts with the award of \$1.5 million in federal funds
- First signal re-timing project selected
- Consultant selected for software system integration
- Consultant selected to design field communications

2005–2009

- KCITE’s 2008 Excellence in Transportation award
- Official ribbon cutting
- Consultants selected to design communications expansion and addition of CCTV under ARRA funding
- MOVITE 2009 Achievement Award for Operations

2010–2019

- Consultant selected to design STP CCTV camera and network redundancy project
- MOVITE 2013 Transportation Achievement Award for Operations

2020–Present

- TransSuite reselected as Central System Software
- KS CMAQ enhancements: controllers and fiber optic communications
- MO CMAQ enhancements: controllers and CCTV
- USDOT SMART grant arterial performance measures
- MO crowdsource arterial performance measures

1.1.2 Program Description

OGL consists of 30 partner agencies including 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). The agencies of Kansas City in Missouri and Olathe and Overland Park in Kansas administer their own traffic operation centers and servers. The four traffic operation centers are connected to each other for mutual visibility and benefit. The number of signals connected to the OGL system has expanded greatly since OGL began and is expected to continue to grow in the coming years. OGL operations focus not only on vehicular traffic, but also prioritize transit, bicycle, and pedestrian traffic as well as maintain relationships with organizations like KC Scout for incident response.

OGL utilizes centralized traffic control software, currently TransSuite, as the regional traffic control software. Through the Mid-America Regional Council (MARC), OGL owns and operates a wireless network communication system which connects the local jurisdictions. Fiber-optic communications, owned by individual agencies, are also used in several locations. The OGL team maintains the system, provides signal timing optimizations, and monitors many important regional corridors.

A Steering Committee consisting of member agency representatives, governs OGL. The Steering Committee meets quarterly and 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. Currently, the Steering Committee is the primary governing body and occasionally forms temporary subcommittees to address specific topics as they arise. An example of this was a subcommittee to select the central system software.

OGL receives approximately 58% of its funding from federal sources, including from KDOT and MoDOT Surface Transportation Block Grant Program (STBG) funding. The remaining funding is from local agency participation which contribute based on the number of traffic signals that OGL manages for them. Due to the per-signal cost for local agencies remaining unchanged and the increase in federal funds, what used to be approximately a 50/50 split, has widened. To grow its budget, OGL looks for grant opportunities. A recent success for this is the USDOT SMART Grant to OGL and the Missouri CMAQ award for arterial performance measures. This led to the implementation of signal performance measures powered by real-time and historical data that will allow for prioritization of signal retiming resources towards locations with the greatest need without relying on detection or infrastructure.

OGL has grown and continues expanding its network and adding partner agencies. **Figure 2** provides a list of current program partners (on the next page).

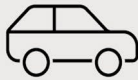
FAST FACTS



750+
TRAFFIC SIGNALS



200+
ROADWAY MILES

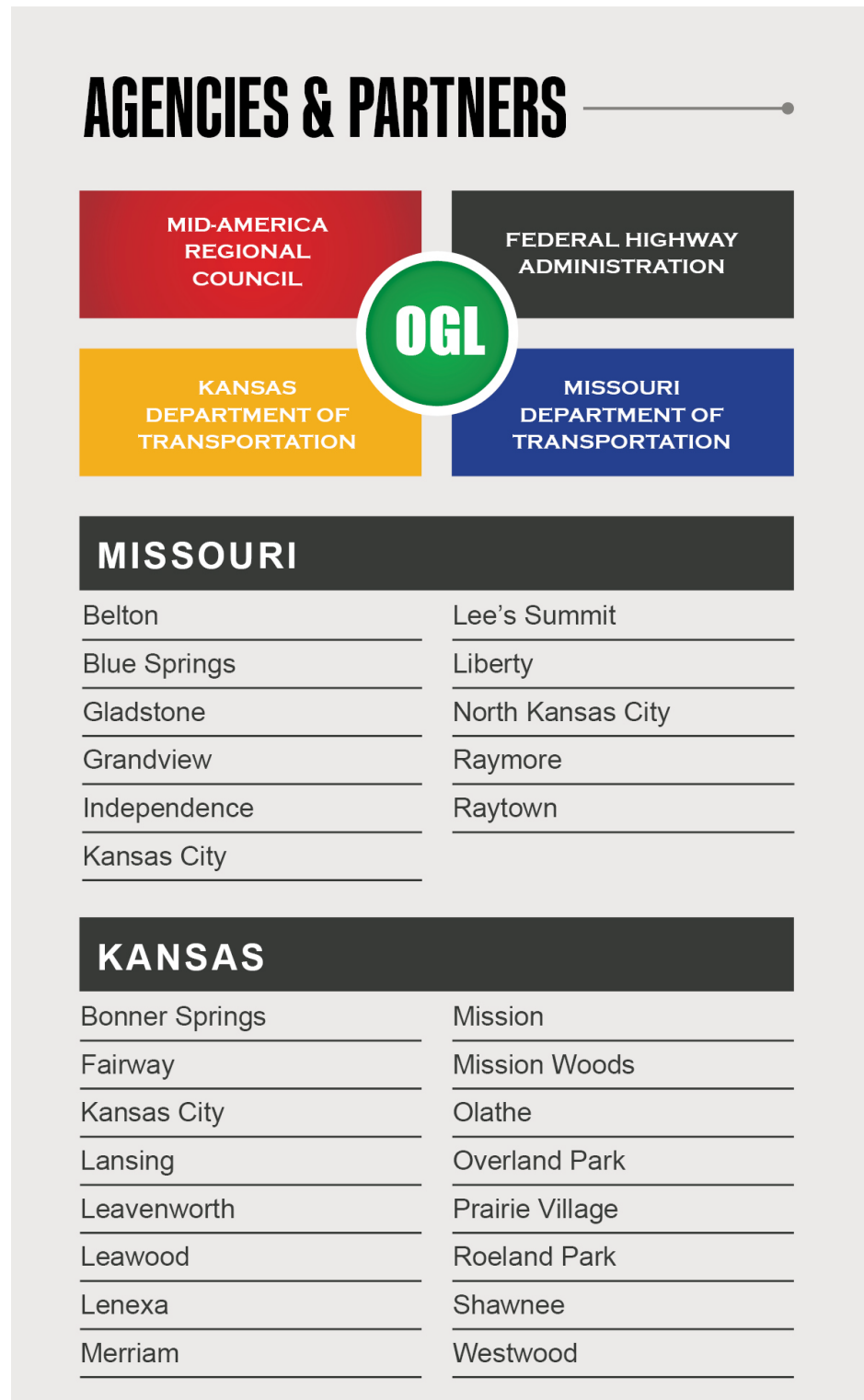


1.7 MILLION
TRIPS/DAY



58/42
FEDERAL FUNDING/
LOCAL AGENCY

Figure 2: Agencies & Partners



2 Program Achievements

2.1 Benefits and Regional Significance

The current vision and mission statements of OGL are:

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.

Through this vision and mission, OGL strives to extend its suite of beneficial services to all member agencies and the region.

2.1.1 Benefits

As OGL continues to expand its services through adding more partner agencies and utilizing new and innovative strategies and technologies, it will continue to further improve traffic conditions within the Kansas City region. Each new partner agency and additional signalized corridor added to the OGL system will expand the number of road users able to benefit from OGL's expertise in improving traffic flow during normal operations, as well during planned construction events and unplanned/emergency situations. OGL partner agencies have also benefited by pursuing additional funding opportunities for traffic signal improvements together, increasing their chances of being selected for these funds.

ANNUAL BENEFITS



220 MILLION
FEWER VEHICLE STOPS



1.8 MILLION
GALLONS OF GAS
SAVED



POTENTIALLY UP TO
50% REDUCTION
IN REAR-END CRASHES*



1.9 MILLION
HOURS SAVED



3,000 TONS
OF POLLUTANTS
AVOIDED



\$44.2 MILLION
SAVED

*Arash M. Roshandeh, Zongzhi Li, Shengrui Zhang, Herbert S. Levinson, Xi Lu, Vehicle and pedestrian safety impacts of signal timing optimization in a dense urban street network, *Journal of Traffic and Transportation Engineering (English Edition)*, Volume 3, Issue 1, Pages 16-27, ISSN 2095-7564.
(<https://www.sciencedirect.com/science/article/pii/S2095756416000027>)

2.1.2 Regional Significance

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

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 available and accessible to all member agencies. Agencies can address transportation issues across jurisdictional boundaries. The single central system is unique in that it allows agencies to share the resource without having to invest in their own servers and administering their own system.

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, pedestrians, and in some locations, transit. OGL has the ability to respond with predeveloped traffic incident management timing plans to efficiently make timing plan changes to respond to closures and/or detours.

The OGL program operates in real time, five days a week and currently 7 a.m. to 6 p.m. and other times as required to monitor traffic signal operations. OGL provides arterial operation oversight to change signal timings to respond to incidents or roadwork. OGL staff also continually look for opportunities with partner agencies to discover new and innovative technologies, strategies, and trends that will lead to improved traffic conditions and even help in decision-making.

3 Review of 2021–2024 Strategic Plan

The 2021 strategic plan has been used to guide operations and growth of OGL over the past four years. As this plan is updated and revised to reflect new tasks, it is beneficial to review the 2021 plan and the status of the goals and tasks.

3.1 Goal Status

Four goals were developed for the 2021–2024 strategic plan. Under each goal, tasks were identified to direct actions of the organization toward the goals. A goal is not necessarily an identified endpoint; however, by completing a task, the ideas and concepts of that goal are advanced.

3.1.1 Goal 1 Progress – Technology and Training

The main focus of this goal was to continue to develop the OGL system through the use innovative and emerging technologies and provide opportunities to improve upon skills and learn about emerging technologies through training.

Task	Status	Progress Summary
<i>Task A: Technology Plan</i>	Complete	Reviewed and updated as needed to meet needs as new technologies are implemented.
<i>Task B: New Technology Evaluation</i>	Ongoing	OGL continues to evaluate new technologies. Some member agencies have expressed a desire to partner with OGL in this evaluation.
<i>Task C: Expand System Services</i>	Completed	Infrastructure expansion projects completed in both Kansas and Missouri.
<i>Task D: External Training</i>	Ongoing	Periodic training opportunities are offered to member agencies focusing on traffic system management.
<i>Task E: Internal Training</i>	Ongoing	OGL has expanded its internal knowledge, including sharing that with new employees

3.1.2 Goal 2 Progress – Budget and Planning

The focus of this goal was to monitor a financial plan that adequately funds the program and engages in a planning process to ensure the organization remains relevant and serves the needs of member agencies.

Task	Status	Progress Summary
<i>Task A: Review of Funding</i>	In progress	OGL is reviewing alternative options to the current funding model.
<i>Task B: Improvements Projects List</i>	Complete	OGL maintains a list of locations in need of upgrades and where to add additional infrastructure.
<i>Task C: Pursue Additional Funding</i>	Ongoing	OGL was awarded the USDOT SMART Grant for arterial performance measures and continues to pursue additional funding opportunities.
<i>Task D: Budget Review</i>	Ongoing	OGL continues to review and update the program budget to reflect changing expenses.

3.1.3 Goal 3 Progress – Communications and Public Education

The focus of this goal was to conduct outreach activities to make known the benefits and activities of the program.

Task	Status	Progress Summary
<i>Task A: Comprehensive Communications Plan Update</i>	Ongoing	OGL continues to explore the best options to spread knowledge of the program, especially with turnover of elected officials and staff of member agencies.
<i>Task B: Public Education and Outreach Plan</i>	Ongoing	Outreach documents detailing services provided by OGL have been created to educate member agencies as well as the public.
<i>Task C: Coordination</i>	Ongoing	OGL continues to coordinate with member agencies for regular operations as well as planned, unplanned, and emergency situations.

3.1.4 Goal 4 Progress – Performance Management

The 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
<i>Task A: Performance Measures</i>	In progress	Investigated and tested various platforms and data sources through the SMART Grant Phase 1 Project.
<i>Task B: Performance Measures Implementation</i>	Ongoing	Implementing performance measures that are feasible with existing and future funding sources.

4 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 2028 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 as well as an in-person workshop on April 28, 2025, hosted by OGL at MARC.

4.1 Survey and Workshop

In April 2025, an online survey tool was used to collect member agency input. Respondents reviewed current services provided by OGL, each agency's views on OGL, funding, and testing new technologies.

Following the survey, a workshop was hosted by OGL and attended by various OGL stakeholders and member agencies. This workshop provided insight into what member agencies expect from OGL services as well as desires for the future. Topics covered included core operations, technology, regional initiatives, and communication.

4.1.1 Survey and Workshop Results Summary

Survey respondents had a variety of responses regarding the importance of OGL's services based on how important each service is to their respective agencies. Regardless of the variation in the rankings, all services were considered important by most respondents. In general, there were very few votes that considered any service not important.

Responses to the remaining questions expressed an appreciation for OGL staff and the services they provide, as well as thoughts on the future operations of OGL, including suggestions on how to expand or improve existing services, opinions on funding opportunities, OGL's role in testing new innovations, and thoughts on a change to the current pricing structure for member agencies. These responses were expanded during the workshop.

The workshop gave member agencies an opportunity to discuss their views and ideas for the future of OGL. Some notable takeaways from the workshop were:

- Continuing to improve the use of technology: Specifically, on performance metrics, crowd sourced data, and decision making.
- Financing: Whether the current funding model should be changed. What would be the effects if there was a price change/increase. OGL plans to have a dedicated meeting to discuss these options.
- Expansion of training opportunities: Consideration for having a dedicated troubleshooting/training person and/or someone who can help with electrician level issues.

5 Strategic Plan

Stakeholder input and the current plan provided the foundation for revising and updating the strategic plan. Based on stakeholder input, it appears that the general focus of the goals continues to be relevant and represents major areas of interest for the program. However, based on input provided in the survey, and more specifically from discussions at the workshop as well as potential future initiatives for the program, new tasks were also developed.

5.1 Plan Goals

5.1.1 Goal 1: Technology and Training

Continue to develop the Operation Green Light system using innovative and emerging technologies. Provide opportunities for staff and member agencies to improve 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 their knowledge of the OGL system as well as traffic system management, in general.

Task A – 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 crowd sourced data, connected/automated vehicles, incident management, 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 a review of the technology to the OGL Steering Committee. The Steering Committee can then direct a sub-committee or OGL staff to investigate the potential use of the technology.
- In the process of evaluating new technologies, OGL should coordinate with willing agencies to partner in the evaluation, use, and implementation of these technologies.

- As part of evaluating new equipment and technologies, OGL should provide their knowledge of these products to member agencies to help identify and curate the most effective tools for each agency's needs.

Task B – Expand System Services

- Continue to expand the current system services, which includes, but is not limited to:
 - Expansion of CCTV and communications network.
 - Review opportunities to include new signals along routes in the OGL network as well as routes not in the network.
 - Investigate additional opportunities to provide signal timing services beyond basic weekday timing plans. This may include holiday, incident, or event timings to provide optimal use of equipment already in place.

Task C – Central System Software Training

- Provide training for member agencies on the capabilities, use, and benefits of the central system software, TransSuite. As opportunities arise, or at the request of member agencies, OGL staff should facilitate training for member agencies. OGL should also provide technical support for member agencies. OGL should also explore having a dedicated point of contact for troubleshooting.

Task D – Emerging Technologies Training

- As opportunities arise, OGL should partner with manufacturers and vendors to provide member agencies with access to exposure and training opportunities on new developments in technologies.

5.1.2 Goal 2: Budget and Long-term 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 OGL program is currently funded from dedicated STBG program funds. OGL programs funds every two years when a call for projects is started, meaning funds are typically budgeted nearly four years prior to use. The local match funds require agreements with each agency that can range from one year to four years in length. The current OGL budget primarily supports the operations of the program, which includes staff labor, network maintenance contractor, consultant support, central system software, and server. 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 STBG program, 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 the new services. As additional

funding becomes available, the OGL budget should be reviewed and updated to account for funding changes.

Task A – Review of Current Local Funding Model

- OGL should review the current per-signal funding model and convene a meeting with member agencies to explore options for altering it. The current funding model has not been updated to reflect changes associated with inflation and service and equipment costs. The current per-signal funds have not been changed since the beginning of the OGL program. As the budget increases, more federal funds will be required, leading to a further split in the 58% federal to 42% local funding split. Conclusions should be made to ensure that the program has adequate funding to maintain operations/maintenance as well as fund new initiatives.

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. The list of projects may include upgrading old or failing equipment as well as the installation of new equipment. Identifying projects prior to funding can also help secure funding specific to the project.

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. OGL should also coordinate with member agencies to partner in pursuing additional funding for signal improvement projects. As part of this, OGL should identify and educate agencies that have not made use of OGL's ability to partner to pursue additional funding in the past. 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.

5.1.3 Goal 3: Public Outreach and Communications

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

Task A – 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 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 detail the services provided by OGL staff, and the financial benefits of OGL services for member agencies and can help to better cater services to individual agencies. A specific example of this is the Kansas City Regional Purchasing Cooperative, a cooperative purchasing program allowing agencies to purchase equipment through cooperating with MARC leading to discounted pricing.
- Public outreach materials as well as a public outreach strategy should be developed. A consensus among member agencies shows that the public has little knowledge of OGL and what its services and benefits are. Materials should be developed to educate and increase public awareness of OGL and its benefits. OGL should also expand its use of social media, the OGL website, and partnering with news agencies and industry organizations to announce the benefits and successes of the program.

Task B – Organizational 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 MoDOT. OGL should maintain regular communication between organizations to continue a mutually beneficial relationship between organizations. OGL should provide awareness of each agency's role in coordinating and communicating changes along OGL corridors to OGL to ensure optimal performance of the traffic signal system. A specific example is keeping OGL staff informed when construction is scheduled to assist with signal timing modifications.

5.1.4 Goal 4: Performance Tracking

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

- OGL should continue their work that started with the USDOT SMART Grant Phase 1 Project in identifying the most suitable performance measures to evaluate operations at individual intersections as well as along signalized corridors. The platform and data sources should incorporate an automated gathering of performance measures to be used on a regional scale.

Task B – Performance Measures Implementation

- OGL has concluded that implementing performance measures is feasible with existing and future funding sources. The implementation of these performance measures should allow OGL to prioritize signal timing resources towards intersections and corridors with the greatest need without the need to install additional infrastructure.

6 Summary

The success of a strategic plan in guiding an organization is dependent upon how it 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 – *New Technology Evaluation*
- Task B – *Expand System Services*
- Task C – *Central System Software Training*
- Task D – *Emerging Technologies Training*

Goal 2: Budget and Long-term Planning

- Task A – *Review of Current Local Funding Model*
- Task B – *Improvement Projects List*
- Task C – *Pursue Additional Funding*
- Task D – *Budget Review*

Goal 3: Public Outreach communication

- Task A – *Public Education and Outreach Plan*
- Task B – *Organizational Coordination*

Goal 4: Performance Tracking

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

7 Appendix: Survey Results

Question 1: Rate these services and products that OGL offers based on the importance and desirability to you and your agency.

