

# Appendix 29

**TRAFFIC MANAGEMENT PLAN  
HIGHMARK STADIUM  
Version 2.0 - draft**

Date

PREPARED FOR:

Erie County  
Department of Public Works



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HIGHMARK STADIUM  
Version 2.0 - draft**

The Traffic Management Plan is a living document and as such should be updated on a regular basis. After each season it is suggested that all personnel responsible for traffic management meet for a post season review. Any changes to the TMP should be recorded in this table. A new version of the plan (V 2.x) should be produced and distributed prior to the follow season, to all parties responsible for traffic management. Record major revisions below.

No.	Date	Description of change	Pages

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**Introduction:**

This document contains the consolidated Traffic Management Plan (TMP) for football games and other large crowd events scheduled for High Mark Stadium in Orchard Park, N.Y. The Stadium holds between 8 – 13 football games per year and several other large crowd events (i.e., concerts) which can be scattered throughout the year. While this plan was designed for large crowd events, it can be modified for smaller stadium events as needed.

The TMP contains the following components:

- Introduction, goals, strategies, responsibilities, and plan summary
- Detailed plan description with implementation details - Appendices
  - Pre-game – Appendix A
  - Post-game – Appendix B
- Supporting documents - Appendices
  - Communication Plan - Appendix C
    - Attachment 1 - PVMS/DMS Locations
    - Attachment 2 - PVMS/DMS Messages
    - Attachment 3 - Contact sheet
  - Erie County Sheriff Oversight Staffing Plan – Appendix D

**Background Information:**

Various methods were utilized over the years to manage the traffic. The Erie County Department of Public Works (ECDPW) retained a consultant to conduct a Traffic Impact Study to investigate existing conditions during Buffalo Bills games, and to make recommendations for feasible improvements for traffic flow and pedestrian safety<sup>1</sup>. This study made several recommendations for changes to game-day traffic management as well as several possible capital projects improvement suggestions to improve the flow of traffic to and from the stadium. Improvements to address pedestrian safety were also included in the study. Many of these recommendations were implemented however, for various reasons, some were not. This study led to the creation of the first TMP, other documents, created by various agencies, have been created to support the TMP. These include a communications plan, a staff oversight plan, and a plan to increase capacity on Big Tree Rd. (US 20A).

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<sup>1</sup> Ralph Wilson Stadium Traffic Impact Study, Hatch Mott MacDonald, March 14, 2014

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Erie County requested Popli Design Group to bring the various documents from the different agencies together into one comprehensive document<sup>2</sup>. This consolidated document however did not consider changes or revisions that had been made to the original plan. It is considered Version 1.0. Since the original TMP documents were prepared, there have been many minor revisions to the plan based on actual field conditions during events. Popli Design Group was also asked to update the TMP so it accurately reflects current (as of the 2022-23 season) TMP implementation. The document will be known as:

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**Traffic Conditions at the Stadium:**

Highmark Stadium, (The Stadium) located in the Town of Orchard Park, in Erie County, is the home stadium for the NFL franchise Buffalo Bills, as well as other events. The Stadium is situated on the east side of Abbott Rd. between Southwestern Blvd. (US 20) and Big Tree Rd. (US 20A). The Stadium opened in 1973 and has undergone several renovations since that time. The stadium currently has a capacity of approximately 70,000 seats. There are 9,951 parking spaces on-site, parking on the Erie Community College (ECC campus) as well as many private off-site parking facilities that are also available for stadium events

Patrons of events at the stadium arrive by private vehicle, motor coach, public transit, ride share and other means and park vehicles in Team controlled lot, ECC lots, and in the numerous private lots surrounding the stadium. Most of the patrons then walk to the stadium via public highways and designated walkways.

Historically, traffic is heavy on game-days from 3 to 5 hours before the game start and 3 hours after a game or event. For large crowd events traffic peak would be 2-3 hours before the event. For example, a 1 pm standard game start would have a pre-game peak from 8:00 AM until 11:00 AM and a post-game peak from 4:00 PM until 7:00 PM. With approximately 20,000 personal vehicles using the road network with the same destination, backups and delays are inevitable. Additionally, many non-ticket holding individuals come to The Stadium site during games. The Sheriff's office estimates between fans (ticket holders), staff, police, security, and tailgaters only there are close to 90 to 100 thousand people at The Stadium.

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<sup>2</sup> Traffic Management Plan (Version 1.0) Highmark Stadium, Popli Design Group, October 12, 2022

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**Traffic Management Goals and Strategies:**

The Traffic Management Plan for Highmark Stadium provides for cooperation and coordination with highway agencies, law enforcement agencies and the stadium event staff to help control and manage the flow of traffic and to ensure a high level of safety. The following agencies are involved in managing traffic during games at the Stadium:

- **Public Highway Agencies:** [Erie County Department of Public Works, Division of Highways](#); New York State Department of Transportation [Niagara International Transportation Technology Coalition \(NITTEC\)](#); NYS Thruway Authority
- **Law Enforcement Agencies:** NYS State Police; [Erie County Sheriff's Office](#); Orchard Park Police Department
- **Other Agencies/organizations:** [Comet-Flasher<sup>3</sup>](#), [Erie County Emergency Services](#); [Stadium Event Staff](#), [Windom Fire Department](#), [AMR \(Medical services\)](#), [AAA \(towing services\)](#), [Allpro Parking<sup>4</sup>](#)

Note agencies that have a direct role in implement the TMP on game day are shown in blue.

**Traffic Management Goals:**

1. **Vehicle Traffic:** Reduce vehicle conflicts and create additional capacity to ease congestion and delays.
2. **Pedestrian Traffic:** Reduce vehicle/pedestrian conflicts and create a safer space for pedestrians to enter and exit the stadium.
3. **Communications:** Provide real time traffic data for motorists traveling to, from, and around the Stadium during events.
4. **Plan Review:** Review the plan for continuous improvement.

**Strategies:**

To attain the goals set forth, the following strategies were developed:

1. **Vehicle Traffic:** To have an efficient flow of traffic with a high degree of safety, to address vehicular capacity, to and from the Stadium, the following specific strategies were developed:
  - a. Use lane restrictions to limit turns.
  - b. Use lane re-assignments to increase through capacity.

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<sup>3</sup> Comet-Flasher is a private traffic management company under contract with the Buffalo Bills to help manage traffic on Big Tree Lane (US 20A).

<sup>4</sup> All Pro parking is a private parking management company under contract with the Buffalo Bills to manage parking in Team controlled lots.

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- c. Use manned traffic control (Law Enforcement/flagger) to facilitate turning movements.
  - d. Limit and direct traffic to and from The Stadium parking lots to specific routes, controlling entering and exiting movements by limiting direction of travel.
2. **Pedestrian Traffic:** To have an efficient flow of pedestrian traffic, to and from the Stadium, with a high degree of safety, the following specific strategies were developed:
  - a. Separate pedestrians from vehicle traffic whenever possible.
  - b. Designate pedestrian corridors.
  - c. Use manned traffic control (Law Enforcement/flagger) to facilitate pedestrian movements.
3. **Communications:** To provide real time information the following strategies were developed:
  - a. Use CCTV cameras to monitor traffic conditions and develop messaging.
  - b. Utilize existing Dynamic Message Signs (DMS) and Portable Variable Message Signs (PVMS) to alert motorist to event traffic, and possible alternate routes.
  - c. Utilize media outlets to alert motorist to event traffic, and possible alternate routes.
  - d. Utilize social media and the Bill's web site to inform patrons of traffic changes and updates.
4. **Emergency Services:** To support parking lot operations and traffic management on highways surrounding the stadium. The following strategies were developed:
  - a. Fire apparatus, large trucks, are stationed at the Windom Fire Department (home facility) 0.2 tenths of a mile north of the stadium property.
  - b. An ATV style 4-person truck that has 75 gallons of water on board to extinguish small fires and navigate through the parking lots is on site.
  - c. AAA affiliated Tow Trucks are stationed on stadium property and readily available
  - d. Five to six AMR ambulances are stationed throughout the site and ready for emergency response.
5. **Plan Review:** To review the plan on a regular basis to provide for continuous improvement the following strategies were developed:
  - a. Review the plan at the end of the Buffalo Bills' season to discuss what worked and what did not.
  - b. Develop changes to the plan, publish an updated plan as appropriate, document changes in the beginning of the document and update the document title (version number).
  - c. Meet to review the plan prior to any large crowd event, and especially before the start of the Buffalo Bills season.

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Methodologies were developed to meet the goals and strategies. These methods are presented as pre and post event documents in Appendix A and B of the Traffic Management Plan.

**Responsibilities:**

There are many agencies who work together to coordinate traffic control and pedestrian movements. Each agency, listed below, has specific responsibility during stadium events. Coordination and communication between these agencies should be seamless and transparent allowing problems to be solved cooperatively.

Erie County Department of Public Works (ECDPW) – Implementation of the Traffic Control Actions including installation and monitoring of traffic control devices (i.e., cones, barricades, and signs) on Southwestern Blvd. (US 20), Milestrip Rd. (NY 179), and Abbott Rd. ECDPW also provides a staff liaison at the Stadium’s operations center during games. Pre-game actions are described in Appendix A, post-game actions are described in Appendix B.

The Buffalo Bills<sup>5</sup> – Installation and monitoring of traffic control devices on Big Tree Rd. (US 20A) between Fieldhouse Dr. and Route US 219. Installation of traffic control devices within Bills controlled parking lots. Pre-game actions are described in detail with diagrams in Appendix A, post-game actions are described in detail with diagrams in Appendix B.

Erie County Sheriff’s Office (ECSO) – Direct, monitor and control traffic and pedestrian movements both pre-game and post-game, provide manual control of several traffic signals were appropriate. See the Erie County Sheriff Oversight Staffing Plan in Appendix D for more information. The ECSO has other public safety functions that are not discussed in this report.

Niagara International Transportation Technology Coalition (NITTEC) – monitor regional roadways and control dynamic message signs boards (DMS) and CCTV cameras located throughout the Buffalo-Niagara region through the Traffic Operations Center.

Windom Fire Department – Monitor and coordinate responses to incidents at the stadium. Equipment on stand-by includes a large truck and an ATV style 4-person truck that has 75 gallons of water on board to extinguish small fires and navigate through the parking lots. There is also a Windom FD ambulance that is available to respond to auto accidents.

AAA – Maintain an on-site Tow Truck, access to additional resources as needed.

AMR – Provides 5-6 ambulances, each equipped with trained personnel to respond to incidents on roadways and in parking lots.

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<sup>5</sup> Note: this is currently done through Comet Flasher under contract with the Buffalo Bills.



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New York State Department of Transportation (NYSDOT) – Oversight on Southwestern Blvd. (US 20), Big Tree Rd. (US 20A), US 219. Periodic review of the TMP and issuance of permits as needed (currently annual permit for Big Tree Rd. (U.S 20A). Note: NYSDOT has no specific responsibilities during games.

Allpro Parking manages parking facilities for the Buffalo Bills.

Emergency contact information can be found in Appendix C, Attachment 3.

**Traffic Control Plans**

Detailed plans have been developed for both pre-game (or event) and post-game (or event). These involve placing traffic control devices, signs cones and barricades, to facilitate traffic and pedestrian movements. For ease of implementation the plans were divided into separate appendices (A & B). Each appendix includes a detail description of the actions with appropriate figures. Table 1 provides a summary of these actions and serves as an index to the appendices. ECDPW – Erie County Department of Public Works, C-F Comet Flasher.

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<b>Table 1 Traffic Control Plans Summary See Appendix A for details</b>		
<b>Action</b>	<b>Figure</b>	<b>Responsible Party</b>
<b>PRE-GAME ACTIONS Appendix A</b>		
Abbott Rd. closure at Big Tree Rd. (US 20A)	A-2	ECDPW
Abbott Rd. closure between Lots 2 & 4	A-3 & A-4	ECDPW
Abbott Rd. closure at Southwestern Blvd. (US 20)	A-5	ECDPW
Abbott Rd. lane conversion north of Southwestern Blvd. including pedestrian corridor.	A-5 to A-7	ECDPW
Big Tree Rd. at California shoulder conversion	A-8	Permanent signs in place no additional traffic control devices required
US 219 off ramp dual left turn lanes	A-9	C-F
Southwestern Blvd. (US 20) Lane conversion	A-10 to A-13	ECDPW
<b>POST-GAME ACTIONS Appendix B</b>		
Abbott Rd. closure at Big Tree Rd. (US 20A)	B-2	ECDPW, minor modification from pre-game
Abbott Rd. closure between Lots 2 & 4	A-3 & A-4	ECDPW, Same as Pre-game
Abbott Rd. closure at Southwestern (US 20)	B-3	ECDPW, Same as Pre-game
Abbott Rd. lane conversion north of Southwestern Blvd. including pedestrian corridor.	B-3 to B-5	ECDPW
Southwestern Blvd. (US 20) lane conversions	B-7 to B-9	ECDPW
Milestrip Rd. (NY 179) at Abbott Rd. and California Rd.	B-10	ECDPW
Big Tree Rd. (US 20A) lane conversion from Abbott Rd. to US Rt. 219	B-11 to B-16	C-F
US 219 Reconfigure to support lane conversion on Big Tree Rd.	B-17	C-F

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**ADDPENDIX A**

**PRE-GAME**

**Vehicle and Pedestrian Traffic**

(See Figure A-1 for site map)



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Appendix A

**This appendix contains a detailed description of Traffic Management actions implemented prior to a game or other large crowd event. Detailed drawings are included where appropriate to assist field staff in implementing the plan.**

**Pre-Game Methods to increase vehicle capacity and pedestrian safety**

- Close Abbott Rd. at the Stadium to provide a safe pedestrian crossing from the parking lots on the west side of Abbott Rd. to the Stadium on the east side
- Lane restrictions on Abbott Rd. north of Southwestern Blvd. (US 20) to provide a pedestrian corridor
- Lane restrictions on Abbott Rd. north of Southwestern Blvd. (US 20) to provide increased vehicle capacity
- Southwestern Blvd. (US 20) lane restrictions to provide increased vehicle capacity
- Big Tree Rd. (US 20A) from California Rd. to Fieldhouse Dr. functions as two lanes westbound using the shoulder to store queues to Lot 1 and Fieldhouse Lot
- Law enforcement officers located at strategic intersections for traffic and pedestrian control

The specific actions to accomplish the goals using these methods will require the following:

(Note refer to the specific figures to see actual sign text information)

(Work to be performed by Erie County Department of public works (ECDPW), or Comet-Flasher (C-F) as noted)

**ABBOTT RD., CR 4 – ECDPW**

1. Close Abbott Rd. to through traffic from Big Tree Rd. (US 20A) to Southwestern Blvd. (US 20). This will be accomplished by placing road closure signs at Southwestern Blvd. (US 20) and Big Tree Rd. (US 20A). Traffic will be allowed on Abbott Rd. to enter and exit the parking lots 4 and 6 from the north and to the lots off Camper Dr., Lot 2, and the local streets east of Abbott Rd from the south. See Figures A-2, A-3, A-4 & A-5
2. Close Abbott Rd. to ALL traffic between the north and south pedestrian crossings (Lot 2 and Lot 6). This will be done with signs, traffic control devices and barrier trucks. Only emergency and service vehicles are allowed past the closure. See figures A-3 & A-4
3. Place cones to provide a pedestrian refuge area. See Figure A-2.
4. Restrict turning movements at the intersection of Southwestern Blvd. (US 20) and Abbott Rd. by placing signs and other traffic channelizing devices. Abbott Rd. is closed for southbound traffic except as noted in Action 1. There are no left turns allowed: from northbound Abbott Rd. to Southwestern Blvd. (US 20) westbound, from westbound on Southwestern Blvd. (US 20) to Abbott Rd. southbound and from Southwestern Blvd. (US 20) eastbound to Abbott Rd. northbound. Place cones to be used by law enforcement as necessary. See Figure A-5.

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Appendix A

5. Convert Abbott Road to 3 lanes of traffic southbound and 1 northbound between Milestrip Rd. (NY 179) and Abbott Rd. Special sign is to be placed near Milestrip Rd. indicating stadium traffic is to use 3 lanes. See Figures A-5, A-6, A-7.
6. Establish a pedestrian corridor using traffic cones and a special sign within the right most northbound lane of Abbott Rd. (east side curb lane), from Southwestern Blvd. to 275' north of Webster Rd. See Figures A-5 & A-6.

**BIG TREE RD. (US 20A) – ECDPW and C-F (see below)**

7. Establish a parking lot queuing area on Big Tree Rd. (US 20A) westbound between California Rd. and Fieldhouse Dr., allow Lot 1 and Field House Dr. traffic to use shoulder to queue (two lanes westbound). Permanent signs are posted at California Rd to facilitate this. No other traffic control actions are required. See Figure A-8
8. Place cones to provide a pedestrian refuge area on the shoulders at the intersection. See Figure A-2
9. Place cones at California Rd. to be used by law enforcement. See Figure A-8 – ECDPW
10. Install PVMS boards in advance of the post-game detour See Figure B-12 and See the Communication Plan Attachments 1 & 2. Check detour signs installed prior to the season. – **C-F**

**US ROUTE 219 at BIG TREE RD. (US 20A) C-F**

11. Install traffic control devices to allow US Route 219 southbound ramp to have exclusive turn access to westbound Big Tree Rd. (US 20A) merging with Big Tree Rd. (US 20A) westbound traffic. See Figure A-9.

**SOUTHWESTERN BLVD. (US 20) – ECDPW**

12. Convert Southwestern Blvd. (US 20) From California Rd. to Stadium Dr. to 3 lanes of westbound traffic and 2 lanes for eastbound. See Figures 10, A-11 & A-12.
13. Establish a dual left turn lane into Stadium Dr. using cones. See Figure A-12.
14. Place cones at Touchdown Dr. to be used by law enforcement. Close left turn lane to Abbott Rd. northbound to provide a longer left turn lane to Touchdown Dr. See Figure A-13.

**Implementation timing**

**The pre-game traffic management plan should be implemented at least 5 hours before game time. Abbott Rd. at the Stadium is closed at least 5 hours before game time. The PVMS signs for Big Tree Rd. (US 20A) detour (Action 10) shall be installed and activated 3 days before the game or event. Detour signs (Action 10) are installed at the start of the season and turned from traffic.**

PRE-GAME  
ABBOT ROAD AND BIG TREE ROAD



FIGURE A-2

PRE-GAME  
ABBOTT RD AT SOUTH PEDESTRIAN CROSSING

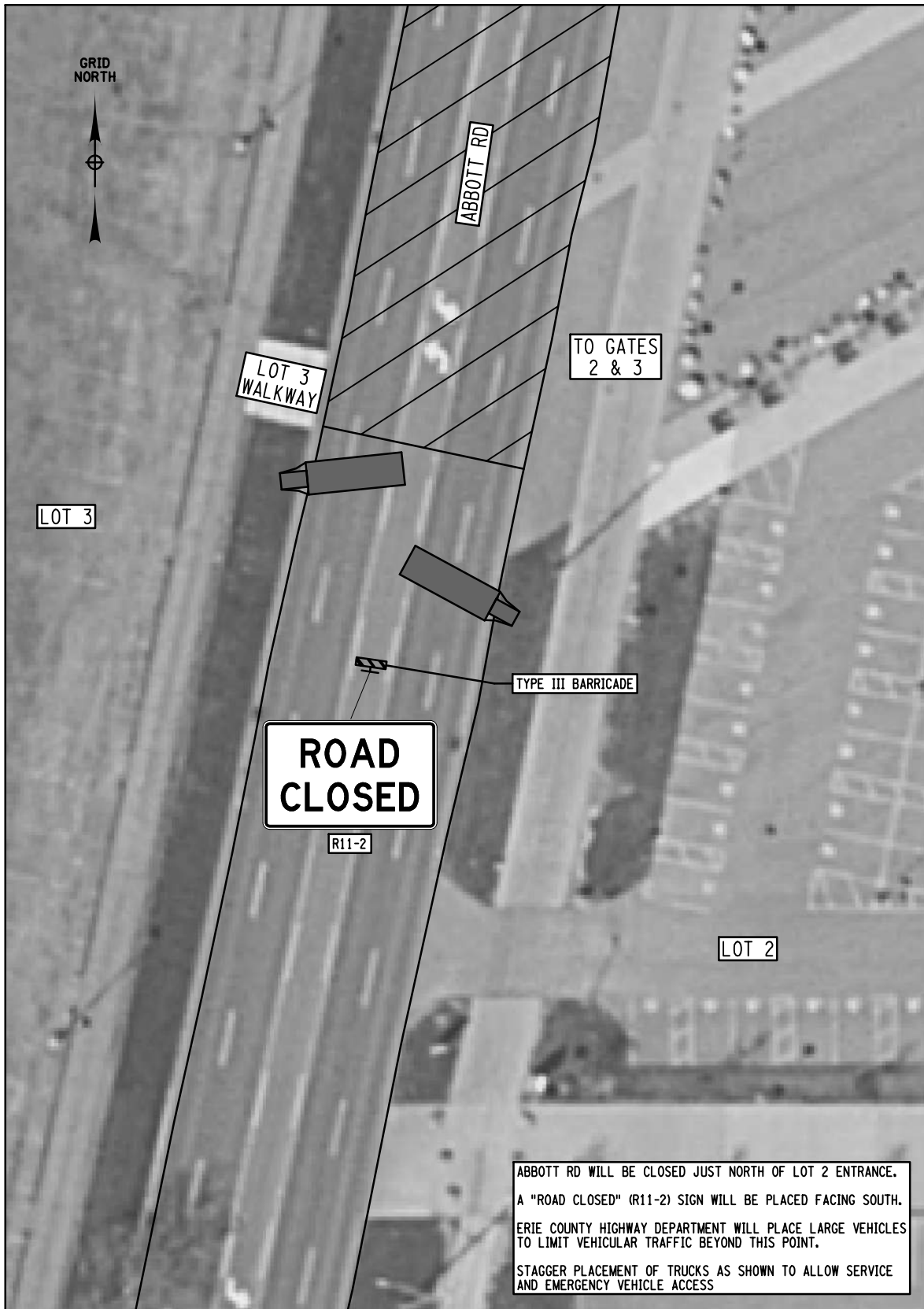


FIGURE A-3



PRE-GAME  
ABBOT ROAD AT NORTH PEDESTRIAN CROSSING

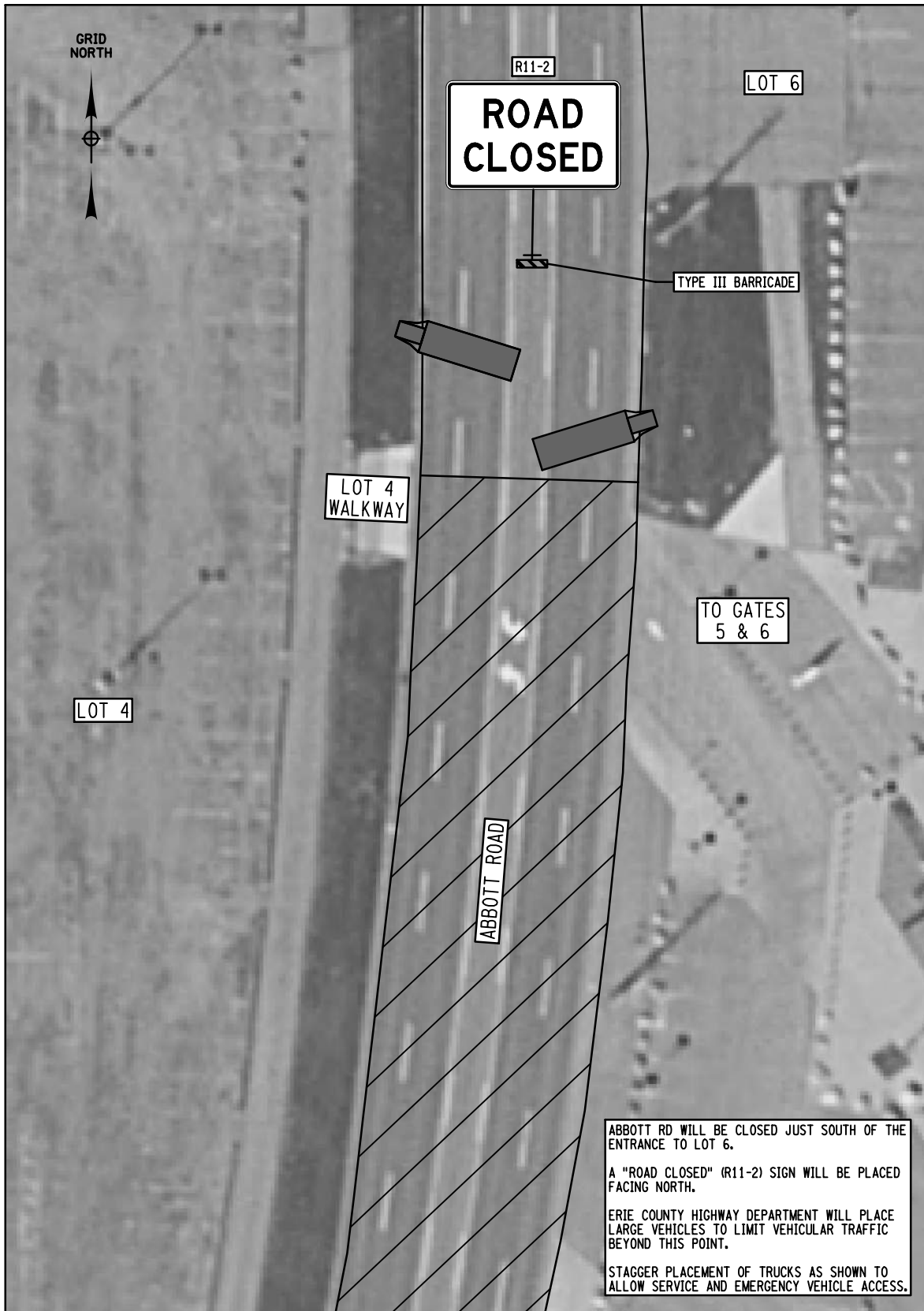


FIGURE A-4

**PRE-GAME  
ABBOT ROAD AND SOUTHWESTERN BOULEVARD**

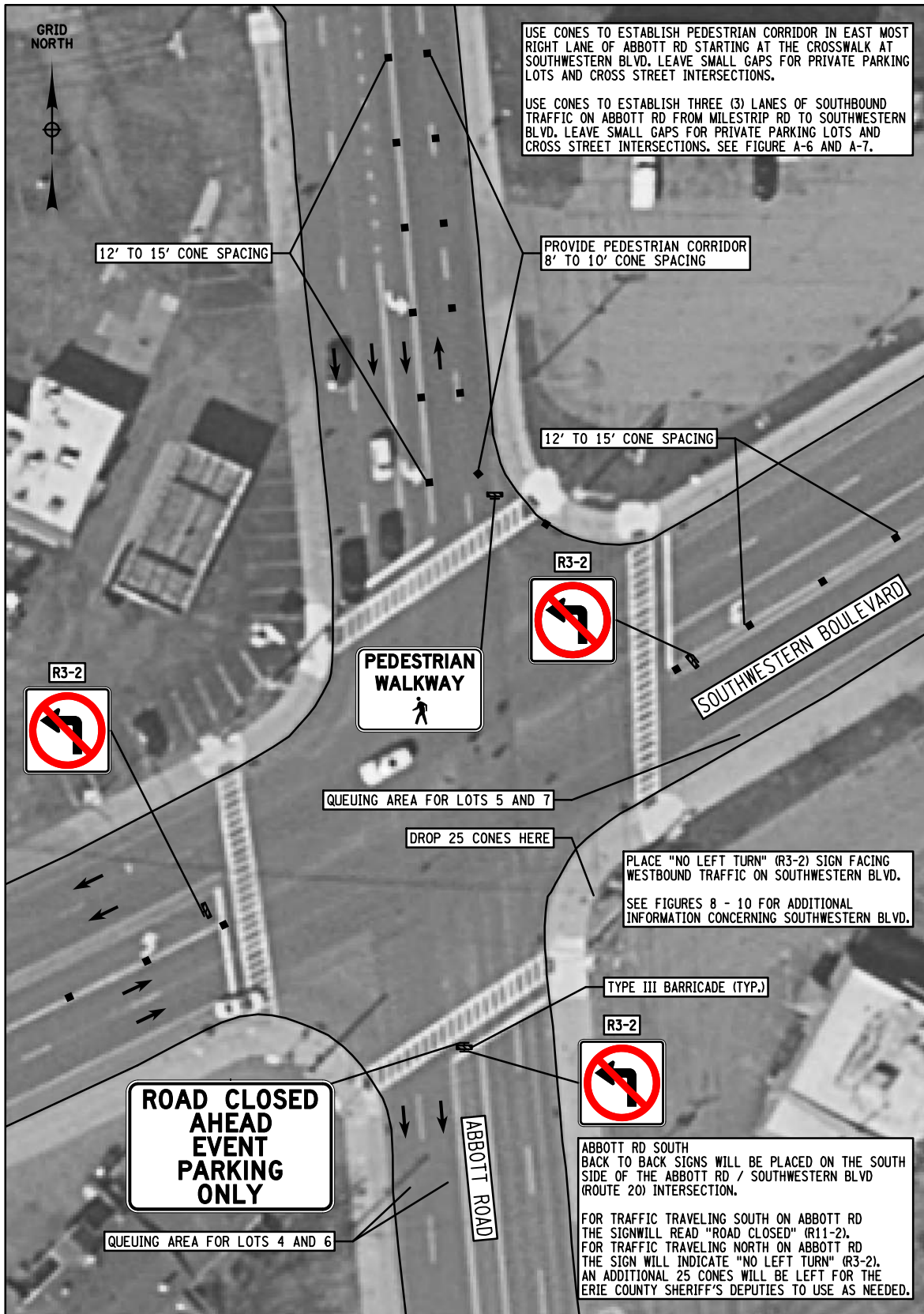


FIGURE A-5

PRE-GAME  
ABBOT ROAD AT OLYMPIC AVENUE AND WEBSTER ROAD

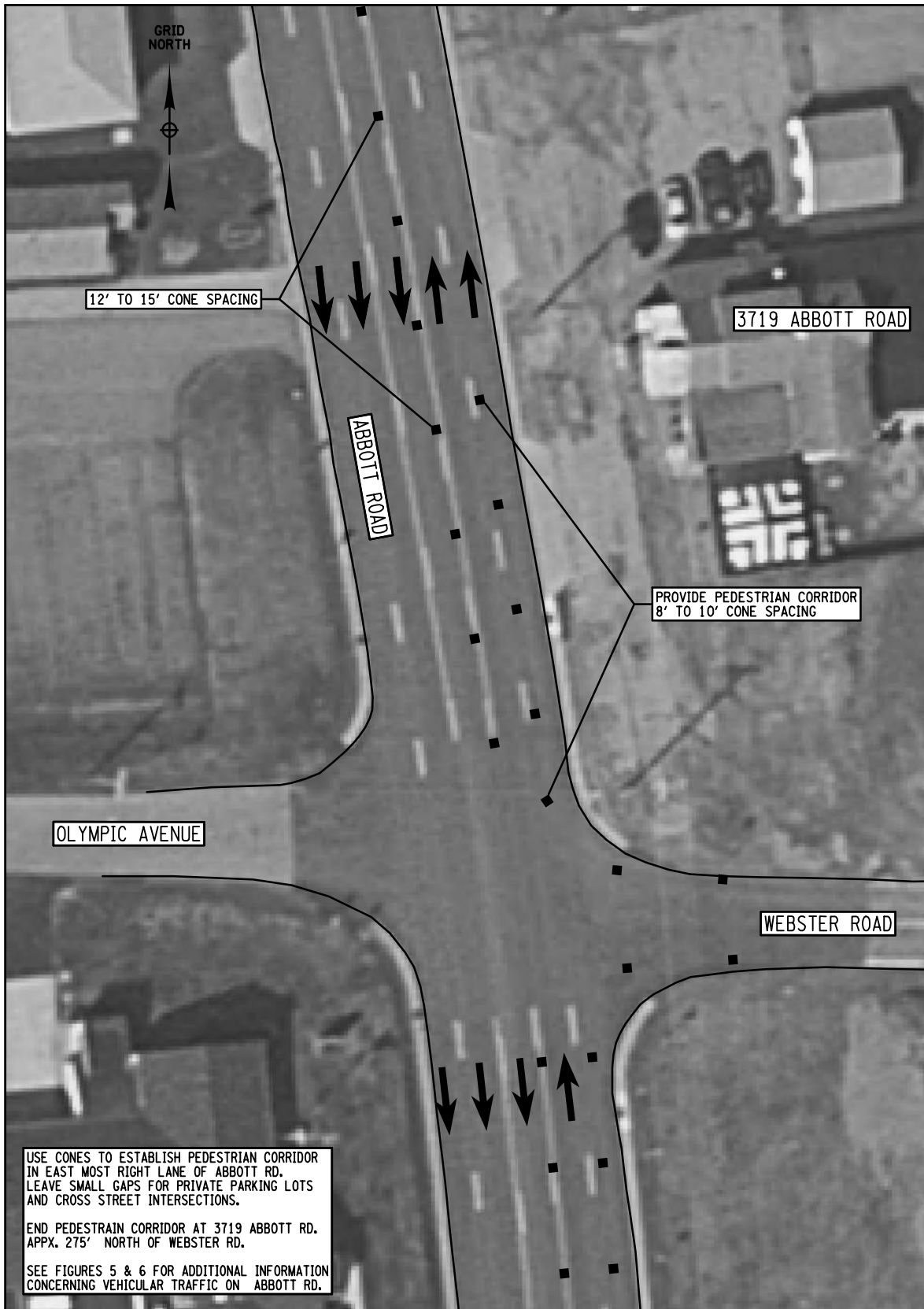


FIGURE A-6

PRE-GAME  
ABBOT ROAD AND MILESTRIP ROAD

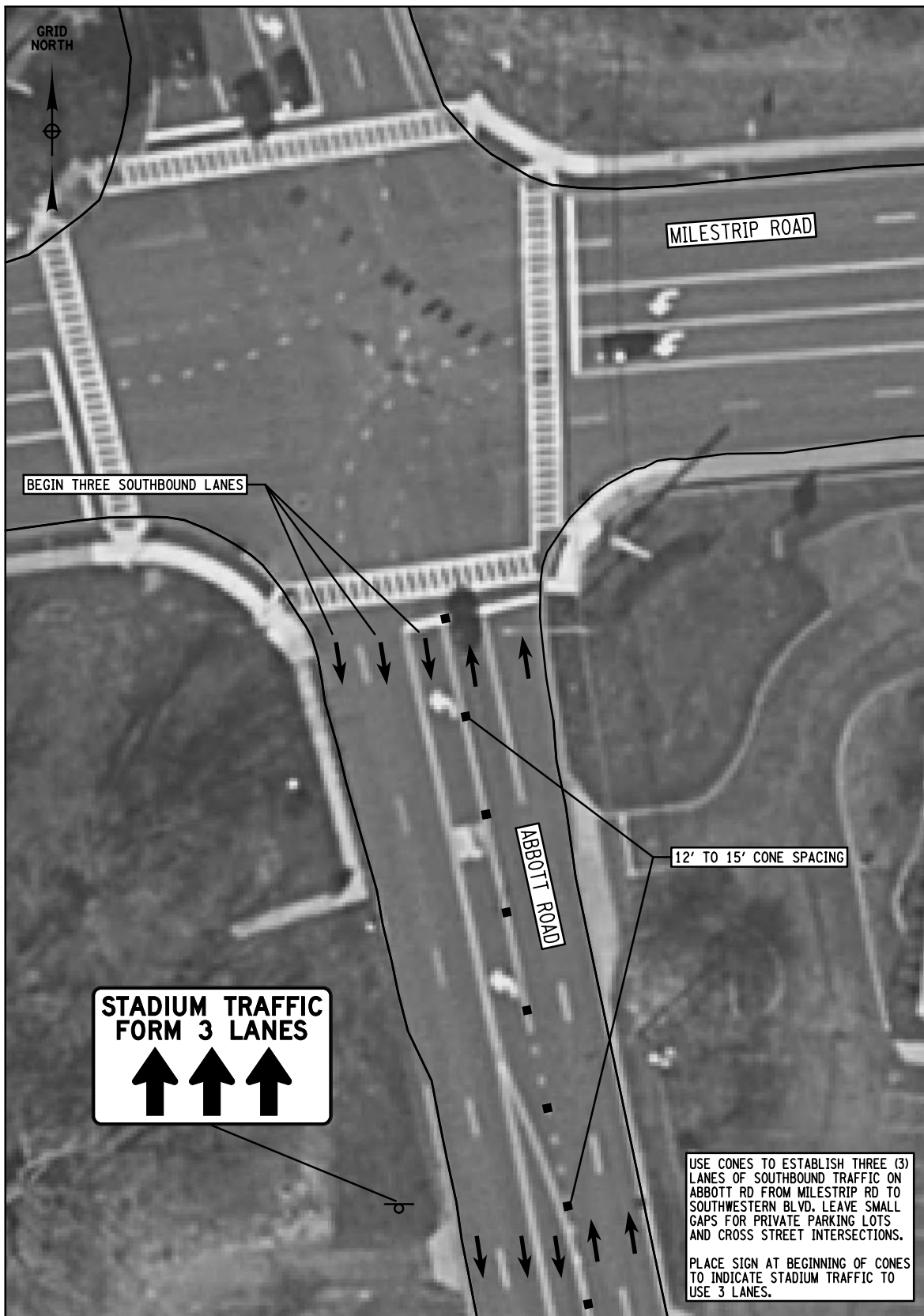


FIGURE A-7

PRE-GAME  
BIG TREE ROAD AT CALIFORNIA ROAD AND QUEENS PLACE



FIGURE A-8

PRE-GAME  
ROUTE 219 SOUTHBOUND RAMP AT BIG TREE ROAD

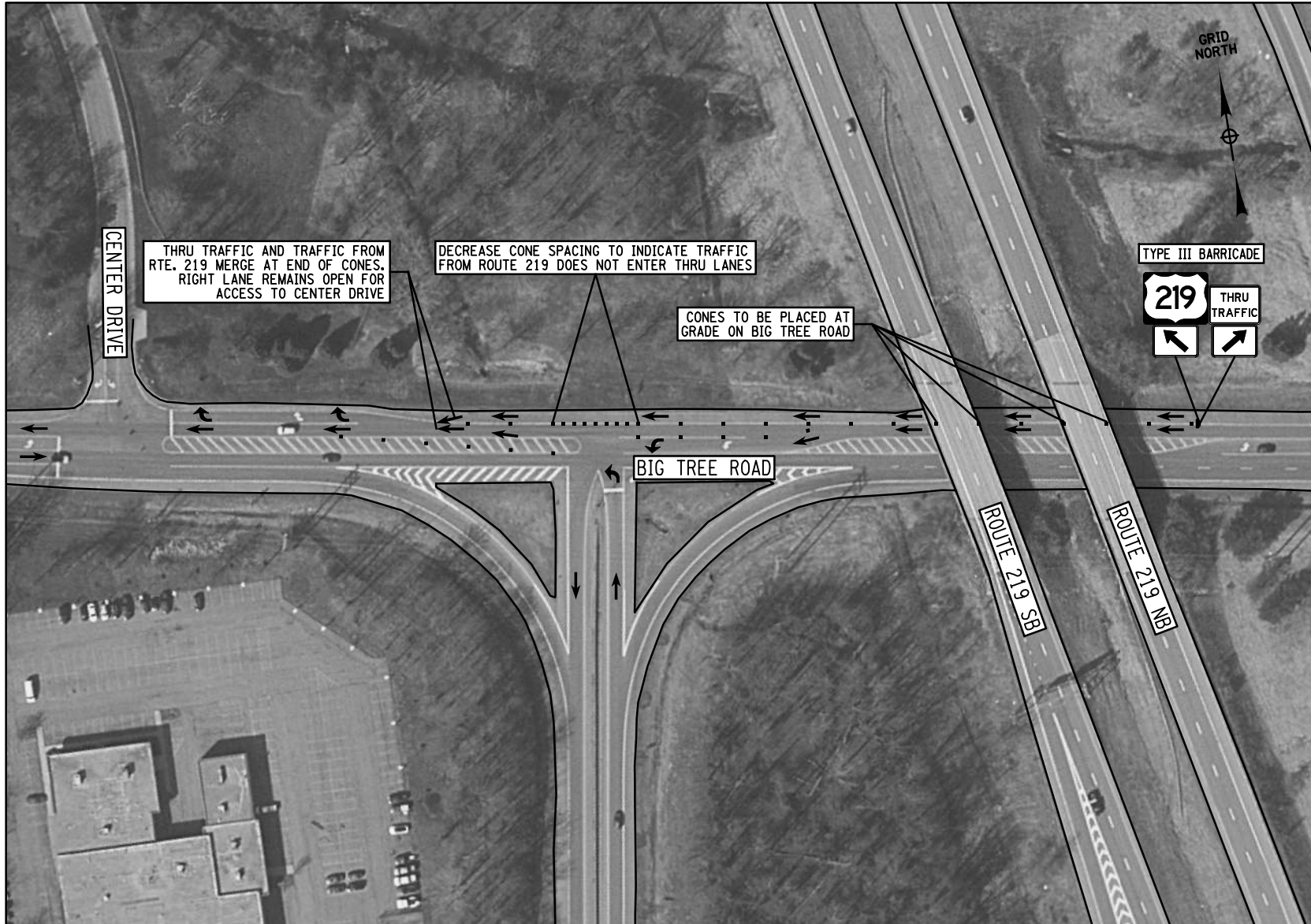


FIGURE A-9

PRE-GAME  
SOUTHWESTERN BOULEVARD AT CALIFORNIA ROAD

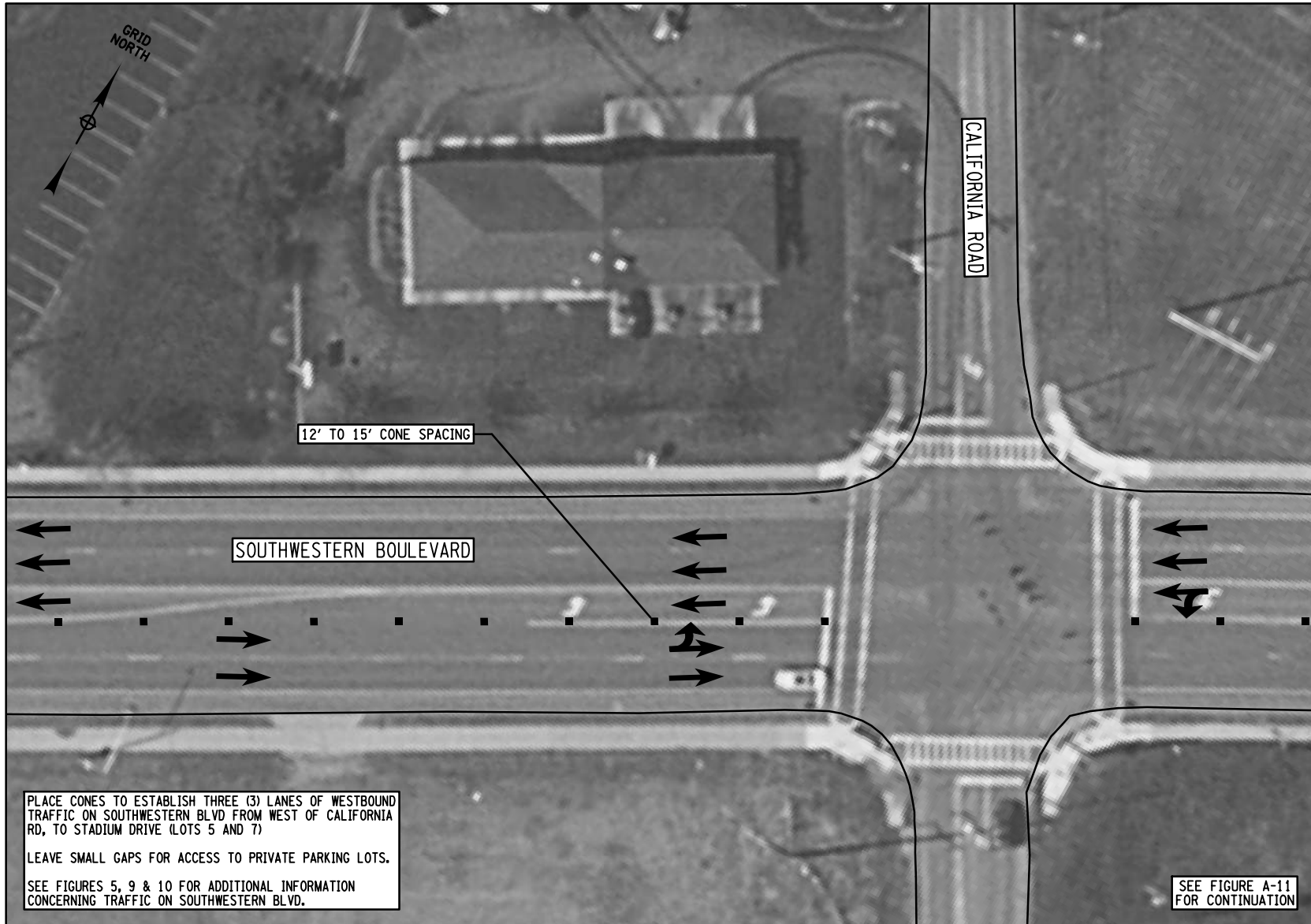


FIGURE A-10

PRE-GAME  
SOUTHWESTERN BOULEVARD AT TAYLOR ROAD AND S. BENZING ROAD

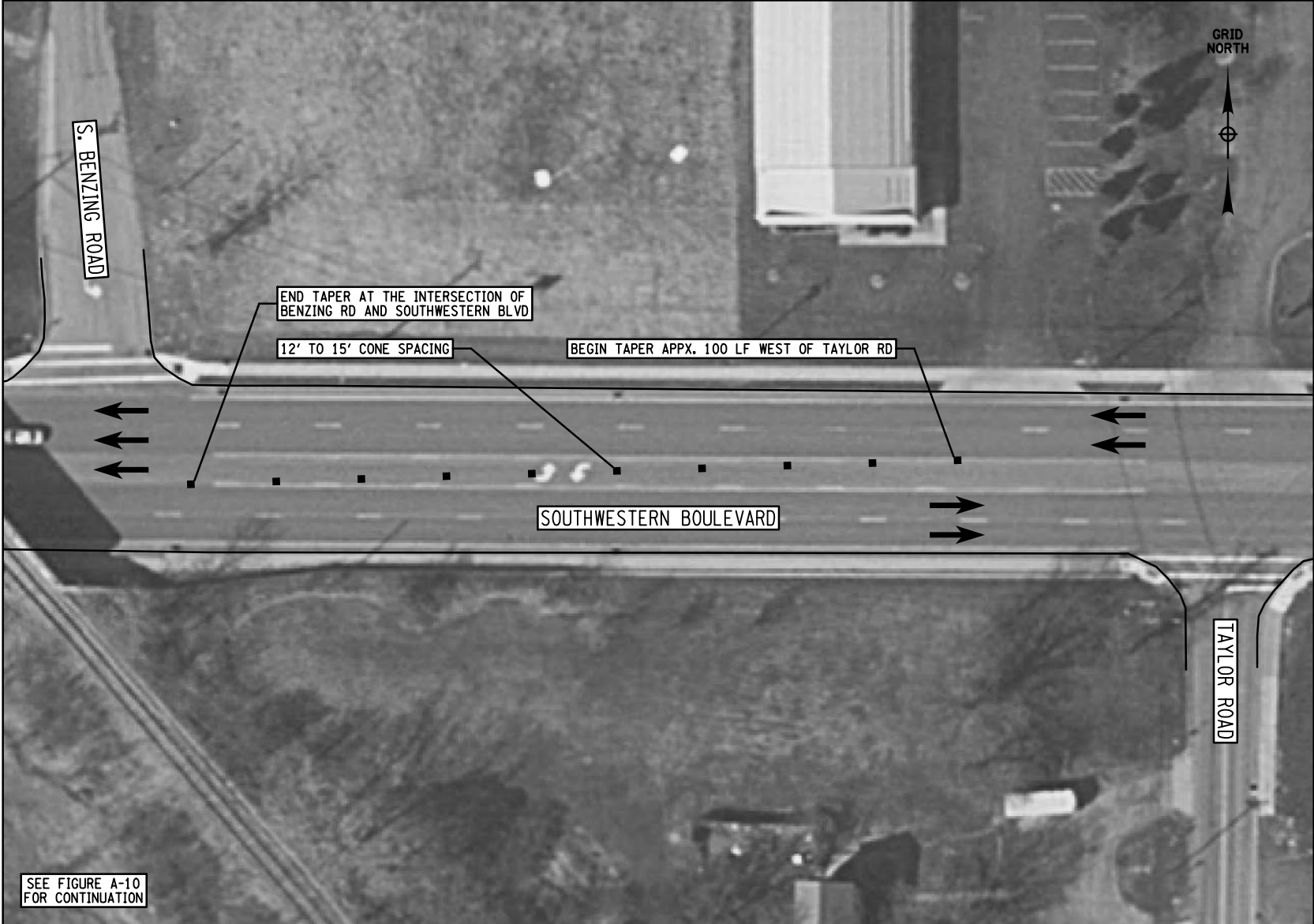


FIGURE A-11



PRE-GAME  
SOUTHWESTERN BOULEVARD AT STADIUM DRIVE

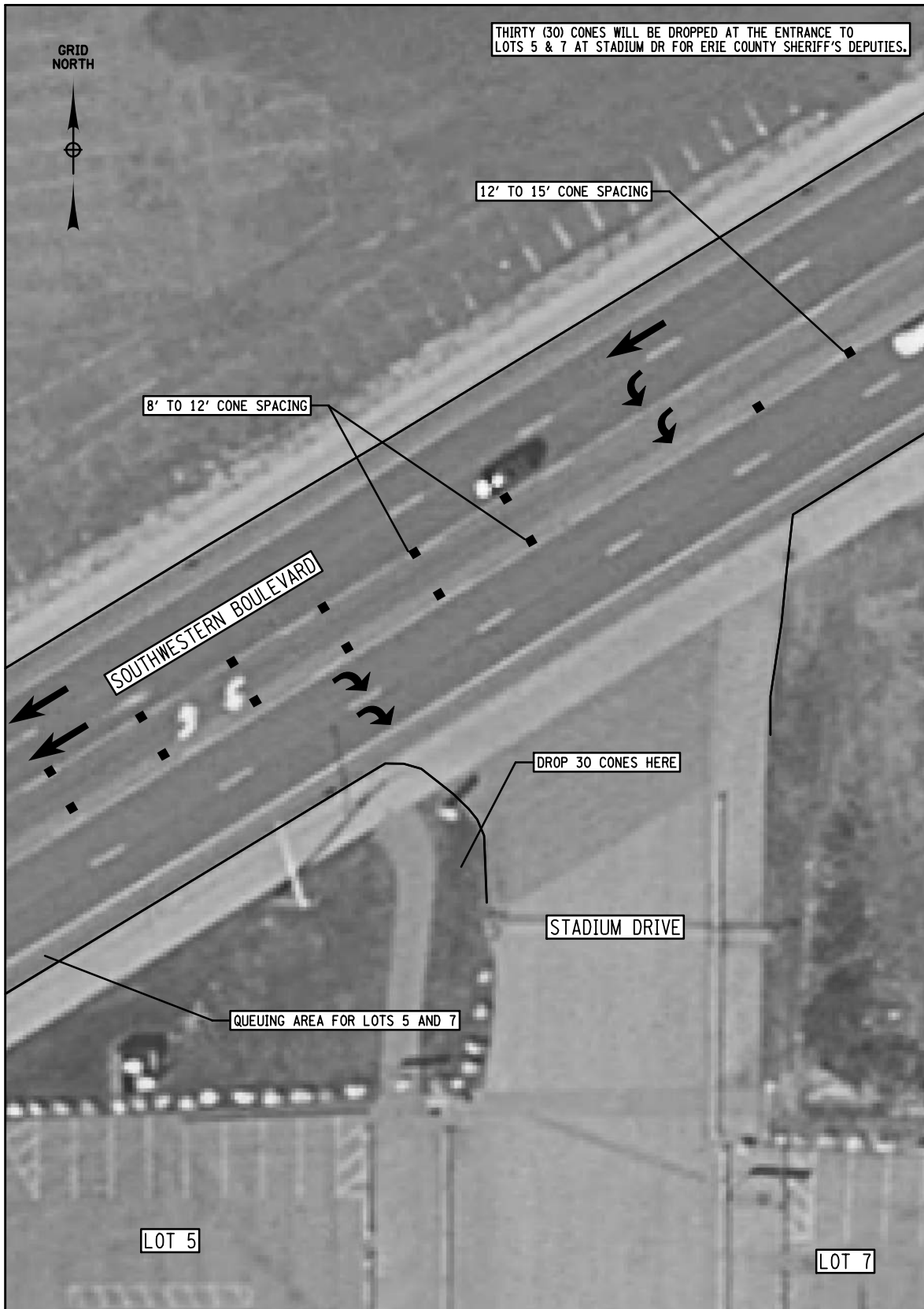


FIGURE A-12

PRE-GAME  
SOUTHWESTERN BOULEVARD AT TOUCHDOWN DRIVE

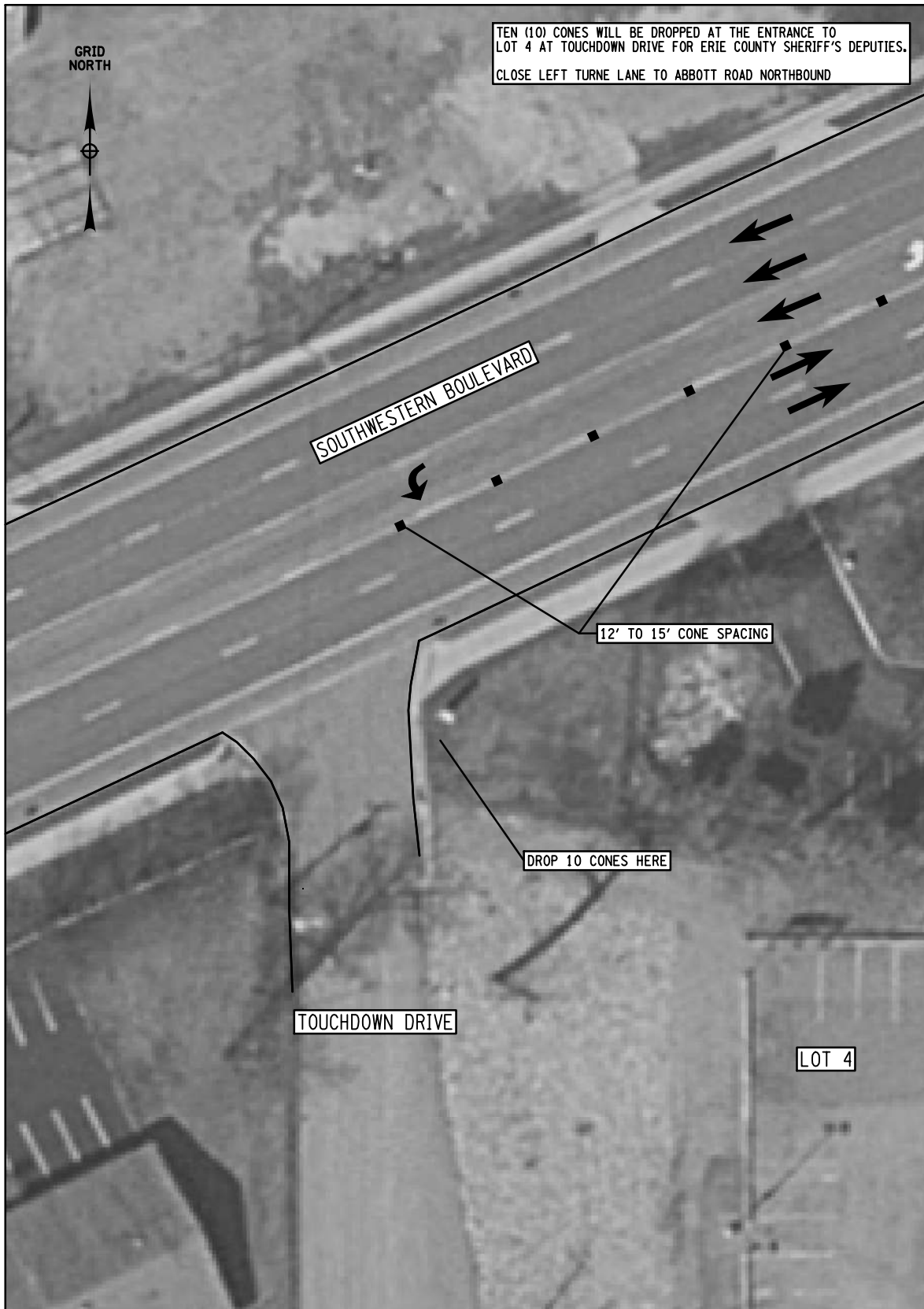


FIGURE A-13

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**ADDPENDIX B**

**POST-GAME**

**Vehicle and Pedestrian Traffic**

(See Figure B-1 for site map)

# PARKING LOT EXIT MAP

## KEY

- Public Lots  
(Credit and Permits accepted on event days)
- Public Lots  
(Permit required and must be purchased in advance)
- Permit Only Preferred Lots
- Accessible Parking Only Lot
- Pedestrian Only Areas/Walkways
- Street Closure Barriers
- B# Blue Poles
- Y# Yellow Poles
- ADA Pick Up
- ADA Pick Up & Drop Off

Abbott Road will be closed to all vehicle traffic between the south entrance of Lot 2 ADA and the north entrance of Lot 6 ADA on games days.

All parking lots open four hours prior to kickoff. Not responsible for loss due to fire, theft, collision or other causes to vehicle or contents. Attendant not always on duty. No overnight parking, with the exception of campers in approved lots. Parking lots close two hours after game.

**← Ride Share Lot**



**BUFFALO BILLS**  
 Highmark Stadium  
 One Bills Drive  
 Orchard Park, NY 14127  
 1-877-BB-TICKS  
 buffaloills.com

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**This appendix contains a detailed description of Traffic Management actions implemented post game or another large crowd event. Detailed drawings are included where appropriate to assist field staff in implementing the plan.**

**Post-Game Methods to increase vehicle capacity and pedestrian safety**

- Abbott Rd. remains closed at the Stadium to provide a safe pedestrian crossing from the parking lots on the west side of Abbott Rd. to the Stadium on the east side
- Continue Lane restrictions on Abbott Rd. north of Southwestern Blvd. (US 20) to provide a pedestrian corridor
- Lane restrictions on Abbott Rd. north of Southwestern Blvd. (US 20) to provide increased vehicle capacity
- Lane restrictions on Southwestern Blvd. (US 20) west of Touchdown Dr. to the ECC driveway and East of Stadium Dr. to Mid-County Rd. to provide increased vehicle capacity
- Turn lane restrictions on Milestrip Rd. (NY 179) at Abbott Rd. and at California Rd.
- Lane restrictions on Big Tree Rd. from Fieldhouse Dr. to US Rt. 219 to provide two lanes eastbound and closed to westbound traffic to increase vehicle capacity. Detour route and signs installed
- Law enforcement officers located at strategic intersections for traffic and pedestrian control

The specific actions to accomplish the goals using these methods will require the following:

(Note refer to the specific figures to see actual sign text information)

(Work to be performed by Erie County Department of public works (ECDPW), or Comet-Flasher (C-F) as noted)

**ABBOTT RD., CR 4 – ECDPW**

1. Continue to close Abbott Rd. to through traffic from Big Tree Rd. to Southwestern Blvd. (US 20) until approximately 1 hour after the game. See pregame Appendix A for details.
2. Maintain the Abbott Rd. closure at the intersection of Big Tree Rd. There are no left turns allowed for southbound Abbott Rd. traffic to Big Tree Rd. (US 20A) eastbound. Lane turning restrictions are enforced by ECSO. See Figure B-2.
3. Maintain the Abbott Rd. closure at the intersection of Southwestern Blvd. (US 20). Maintain the left turn restrictions for northbound Abbott Rd. traffic to Southwestern Blvd. (US 20) and for Southwestern Blvd. ((US 20) westbound to Abbott Rd. southbound. Remove the left turn restrictions from Southwestern Blvd. (US 20) eastbound to Abbott Rd. northbound. Provide cones to be used by law enforcement. See Figure B-3.
4. Maintain the pedestrian corridor using traffic cones within the right most northbound lane of Abbott Rd. (east side curb lane), from Southwestern Blvd. (US 20) to 275' north of Webster Rd. See Figures B-3 & B-4.

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5. Between Southwestern Blvd. (US 20) and to 150'± north of Milestrip Rd. (NY R 179) convert Abbott Rd. to 3 lanes of traffic northbound, and 1 lane of traffic northbound. Sign is to be placed on Abbott Rd. near Southwestern Blvd. (US 20) indicating stadium traffic is to use 3 lanes. See Figures B-3, B-4 & B-5.

**SOUTHWESTERN BLVD. (US 20) – ECDPW**

6. Between the Erie Community College entrance and Touchdown Dr., convert Southwestern Blvd. (US20) to 3 lanes westbound and 2 lanes eastbound. See Figures B-6 & B-7.
7. Between Smoke Creek and Abbott Rd., close the right westbound lane, merge all through traffic to the left most lane. The closed right lane is reserved for vehicles exiting the north side parking lots. These lots must only turn right onto westbound Southwestern Blvd. (US 20). Place cones so to prohibit left turn movements. Note: no left turns are allowed from both exits of the convenience store at Abbott Rd. See Figure B-8.
8. Between Stadium Dr. and Mid-County Dr., convert Southwestern Blvd. (US 20) to 3 lanes eastbound and 2 lanes westbound. At Midway Dr. and Southwestern Blvd. (CR 20) close the eastbound left turn lane. Transition Southwestern Blvd.to its original configuration. See Figures B-8 & B-9.

**MILESTRIP RD. (NY 179) AT ABBOTT RD. – ECDPW**

9. At Abbott Rd. close the westbound dual left turn lane See Figure B-10.
10. At California Rd. close the northbound left turn lane on California Rd. See Figure B-10.

**BIG TREE RD. (US RT 20A) and US 219 - C-F**

11. Between Field house Dr. and US 219 convert Big Tree Rd. (US 20A) to one-way eastbound operation, two (2) eastbound traffic lanes. See detail Implementation Plan for Big Tree Rd. (US 20A) in Table B-1.
12. Configure Abbott Road at Big Tree Road (US 20A) to close eastbound turn lane to Abbott Road northbound, the northbound through lane at Abbott Road and the Abbott Road southbound lane to Big Tree Rd. (US 20A) eastbound. The following movements are controlled by ECSO: NB – left turn only, SB - right turn and thorough only, EB – right turn only, WB – left turn and through only. See Figure B-2
13. Configure Fieldhouse Dr. to allow dual left turns onto Big Tree Rd. (US 20A). Install Barricades to close Big Tree Rd. (US 20A) in both directions west of Fieldhouse Dr. Vehicles from private lots between Fieldhouse Dr. and Abbott Rd. will be directed westbound to Abbott Rd. See Figure B-11.

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14. Accommodate pedestrian movements on the shoulder of Big Tree Rd. (US 20A) from Fieldhouse Dr. to California Rd. See Figure B-11
15. Implement the westbound detour for Big Tree Road (US 20A). Turn detour signs previously posted prior to the season. Revise PVMS signs as necessary. See Figures B-12 & B-13.
16. Close egress from King Place and Cobham Dr. Install signs to direct traffic to US 219 and restrict westbound movements. See Figures B-14 & B-16.

**US ROUTE 219**

17. Install Traffic control devices at US 219 ramp to divert Big Tree Rd. (US 20A) to the detour. Install devices to direct US 219 southbound traffic to Big Tree Rd. (US 20A) to Big Tree Rd. (US 20A) eastbound only. See Figure B17.

**Implementation timing**

**The post-game traffic management plan should be implemented at the end of the 1<sup>st</sup> quarter. For other large crowd events the traffic management plan post-game should be implemented within 15 minutes of the start of the event. For the Big Tree Rd. (US 20A) closure (Actions 11 – 17), see the detailed timing breakdown in Table B-1.**

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<b>Implementation Plan for Big Tree Rd. (US 20A)</b>			
Table B-1			
<b>Approximate Time (Game Time) See note 1</b>	<b>Responsible Player</b>	<b>Action Item</b>	<b>Figures/ Appendix</b>
Before Season	C-F	Preinstall detour signs and PVMS Boards	B-12, B-13
8:00 AM	C-F	Stage signage and barricades for lane conversion, stage barricades at 219 on shoulder).	A-9
2:30 PM or before Halftime	C-F	Drop traffic cones at Fieldhouse Dr., Regional Dr., drop barricades at Queen Pl. and Cobham Dr, and turn detour signage to face traffic. Modify PVMS sign message to post-game.	B-11. B14 to B17
3:00 PM (3rd qtr.)	ECSO	Deploy officers to 20A post.	Appendix D
3:30 PM (4th qtr.)	ECSO	Erect temporary signage on 20A and barricades on Queen Ct. and Cobham Dr.	B-11, B14 to B15
3:30 PM (4th qtr.)	C-F	Activate detour (barricades at 219 and Fieldhouse Dr. being last implementation items)	
3:30 PM (4th qtr.)	ECSO	Set cones at Fieldhouse Dr., Regional Dr., d California Rd.	B-11, B14 to B15
3:30 PM (4th qtr.)	Erie County Sherriff	Drive squad car as "last vehicle" westbound from 219 to Fieldhouse Dr. Return squad car eastbound in the westbound lane flagging vehicles from the left exit lane at Fieldhouse Dr. to follow	B-11. B14 to B17
3:30-6:30 PM	All	Monitor one-way operations noting any areas for improvement or of concern	
6:30 PM	ECSO	Zone 3 Commander to "End" detour	
6:30 PM	C-F	Deactivate detour	
6:30 PM	ECSO, C-F	Remove temporary signage on 20A, Barricades at Queens Pl. and Cobham Dr. and cones at Fieldhouse Dr. and Regional Dr. Turn detour signs away from traffic. Turn off PVMS signs.	
6:30 PM	C-F	Retrieve temporary signage on 20A, Barricades at Queens Pl. and Cobham Dr. and cones at Fieldhouse Dr. and Regional Dr.	
6:30 PM	ECDPW	Retrieve cones at California Rd.	
Post Season	C-F	Remove detour signs and PVMS signs	
Note 1: Adjust time as appropriate for alternate game time starts. For large crowd events begin set-up within 15 minutes of the start of the event.			



POST-GAME  
ABBOTT ROAD AND BIG TREE ROAD



FIGURE B-2

POST-GAME  
 ABBOTT RD & SOUTHWESTERN BLVD

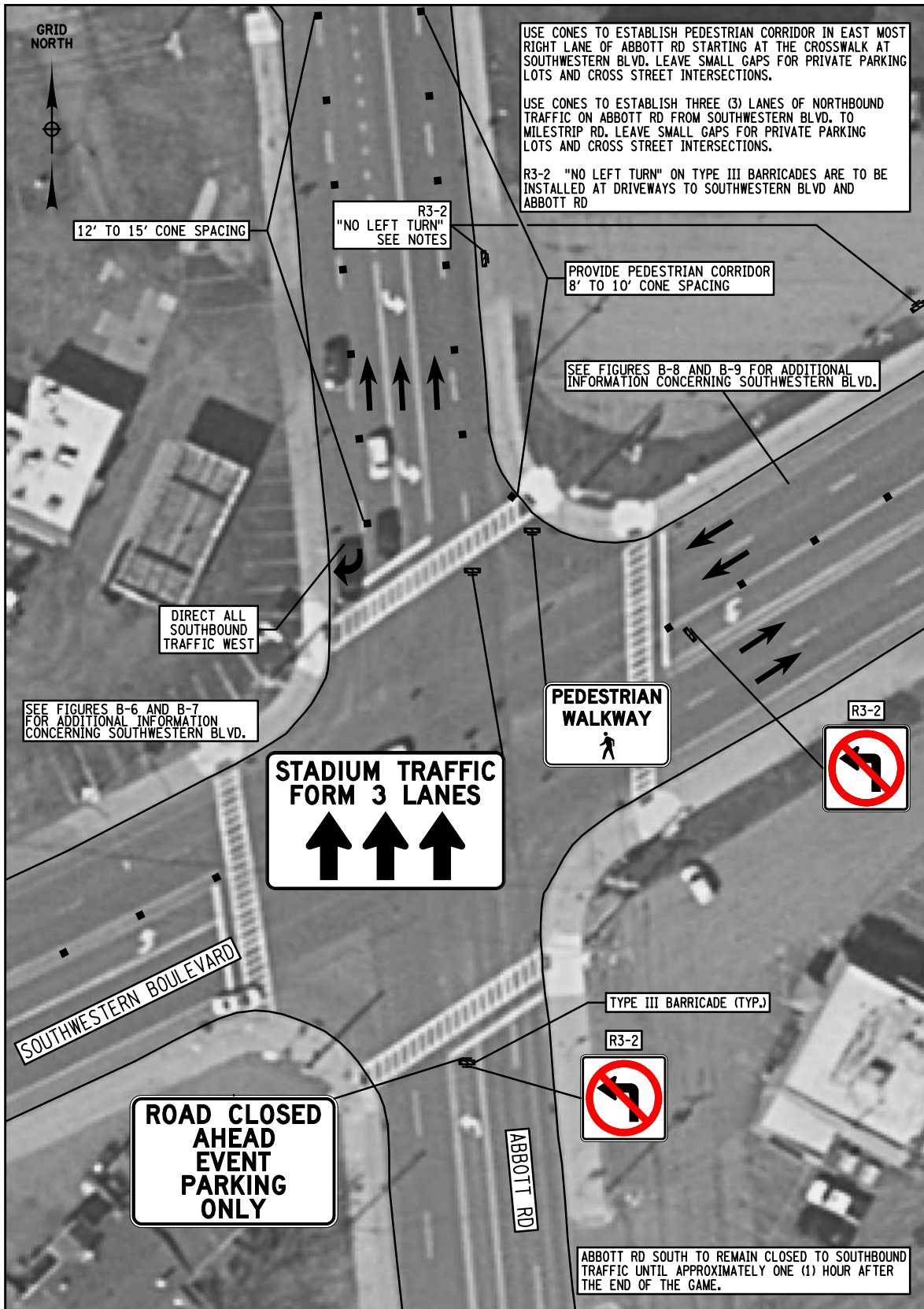


FIGURE B-3

POST-GAME  
3719 ABBOTT RD. PEDESTRIAN CORRIDOR

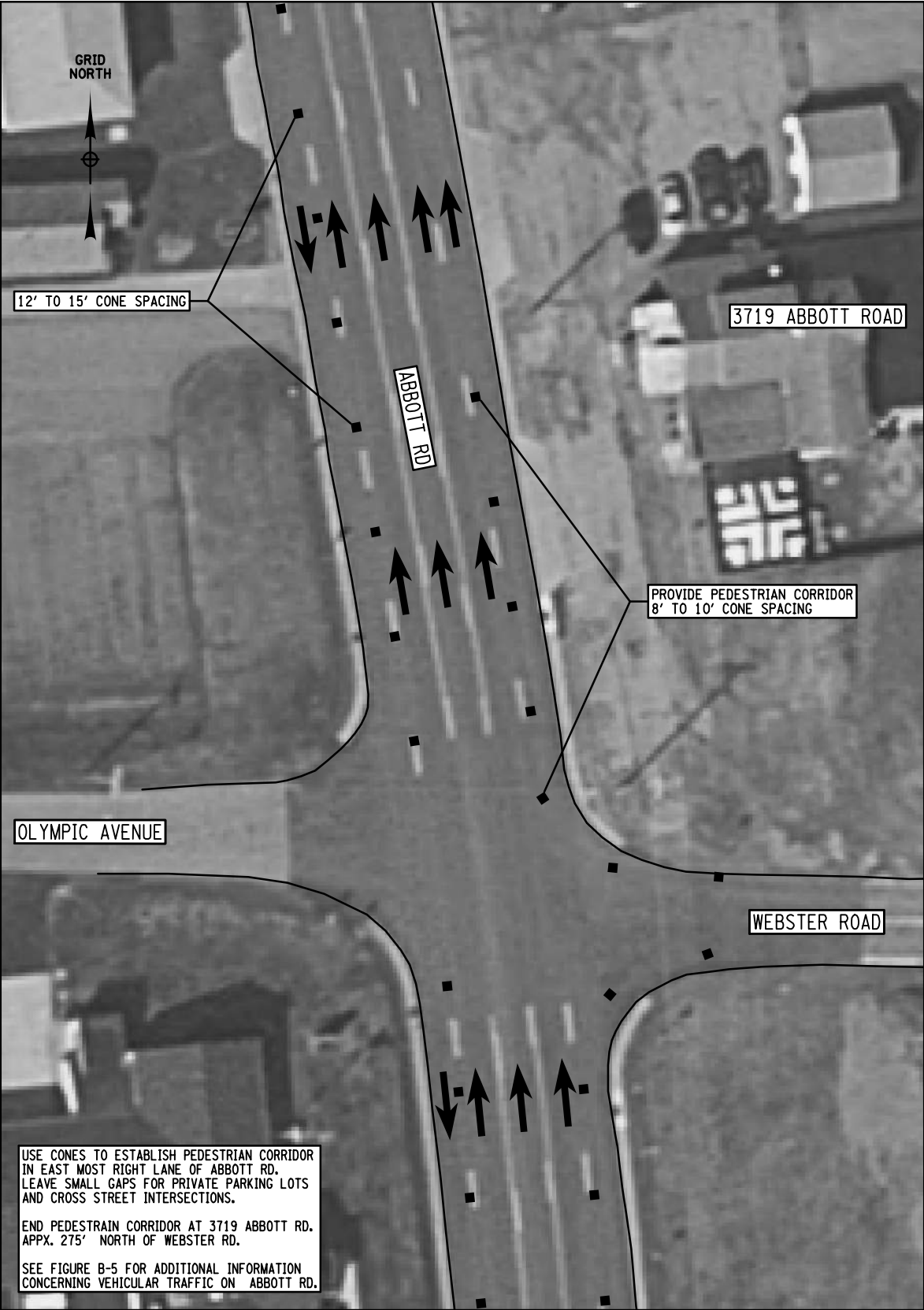


FIGURE B-4

POST-GAME  
ABBOTT RD AT MILESTRIP RD



FIGURE B-5

POST-GAME  
SOUTHWESTERN BLVD AT ECC DRIVEWAY



FIGURE B-6

POST-GAME  
SOUTHWESTERN BLVD AT TOUCHDOWN DR

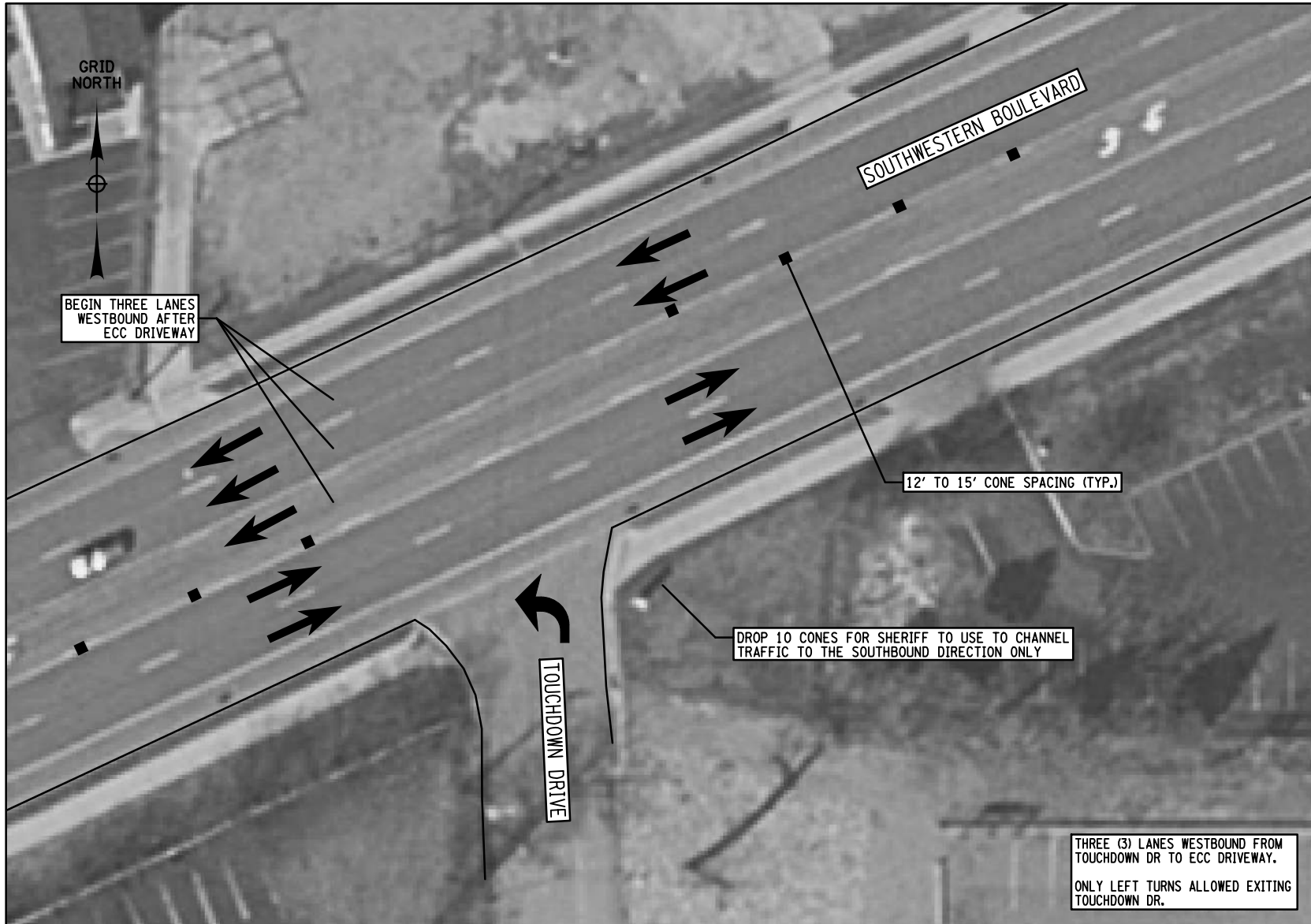


FIGURE B-7

POST-GAME  
SOUTHWESTERN BLVD AT STADIUM DR

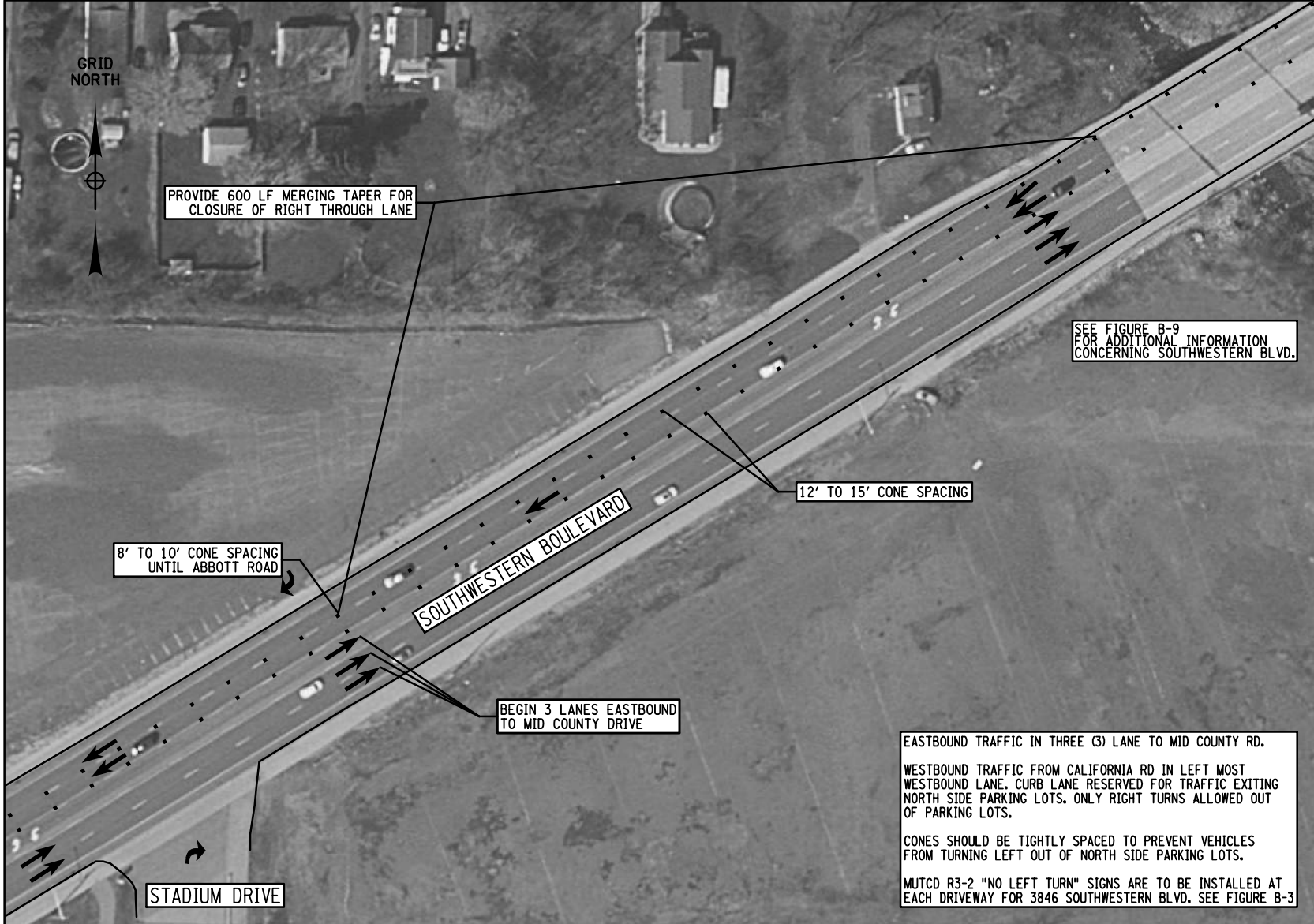


FIGURE B-8

POST-GAME  
SOUTHWESTERN BLVD AT MID COUNTY DR

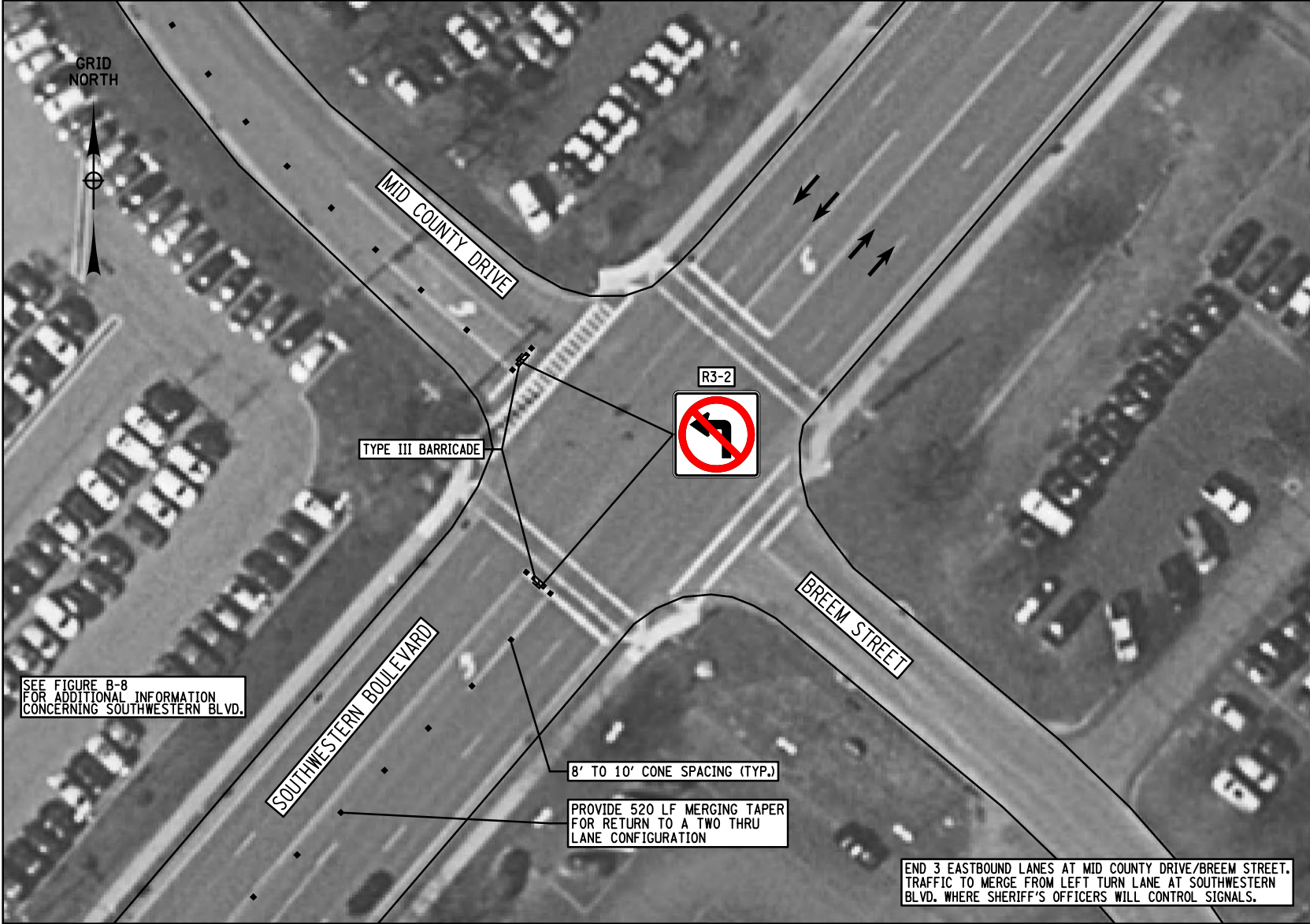


FIGURE B-9



POST-GAME  
MILESTRIP RD - ABBOTT RD TO CALIFORNIA RD

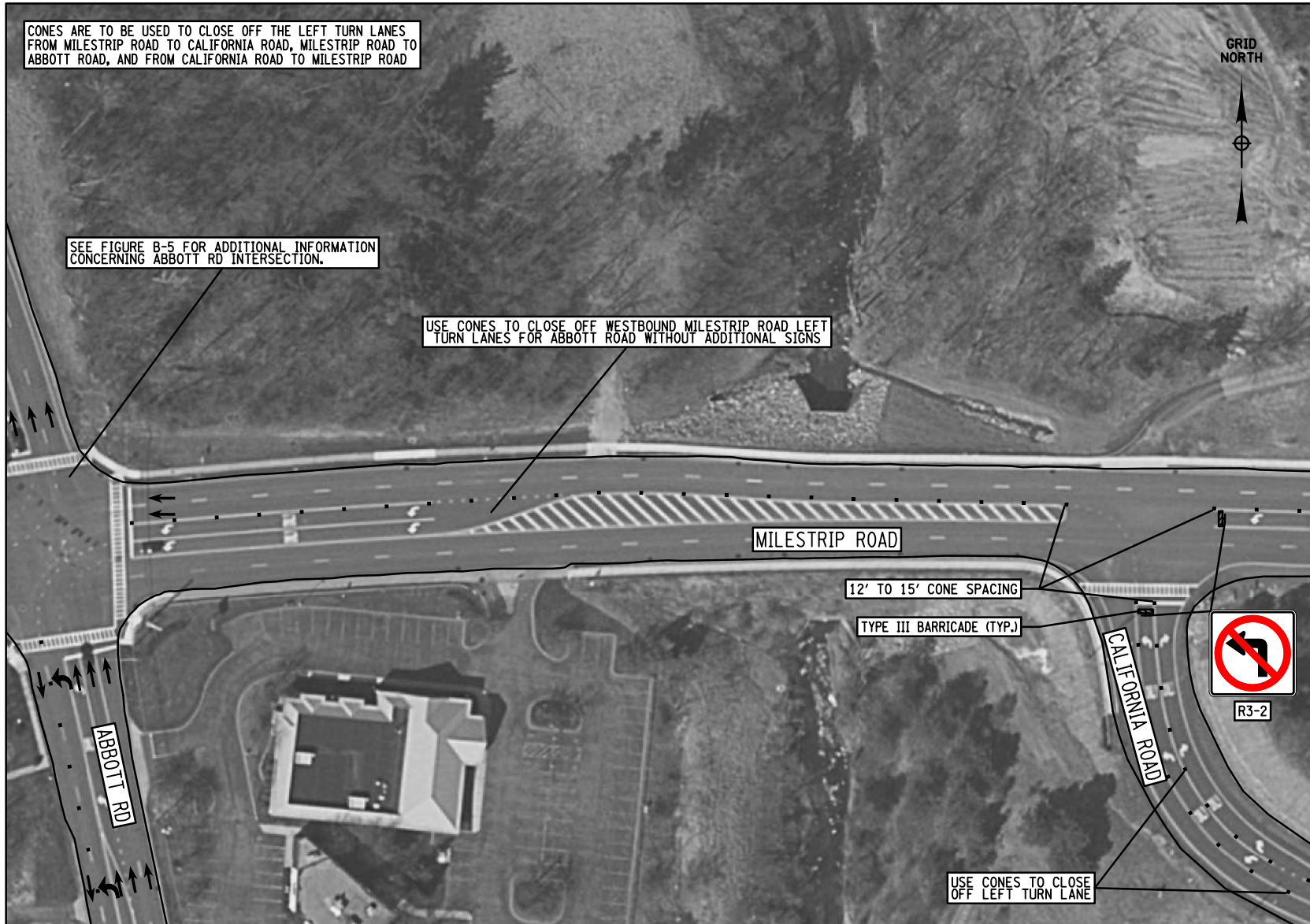


FIGURE B-10

POST-GAME  
BIG TREE ROAD AT FIELDHOUSE AND REGIONAL DRIVE

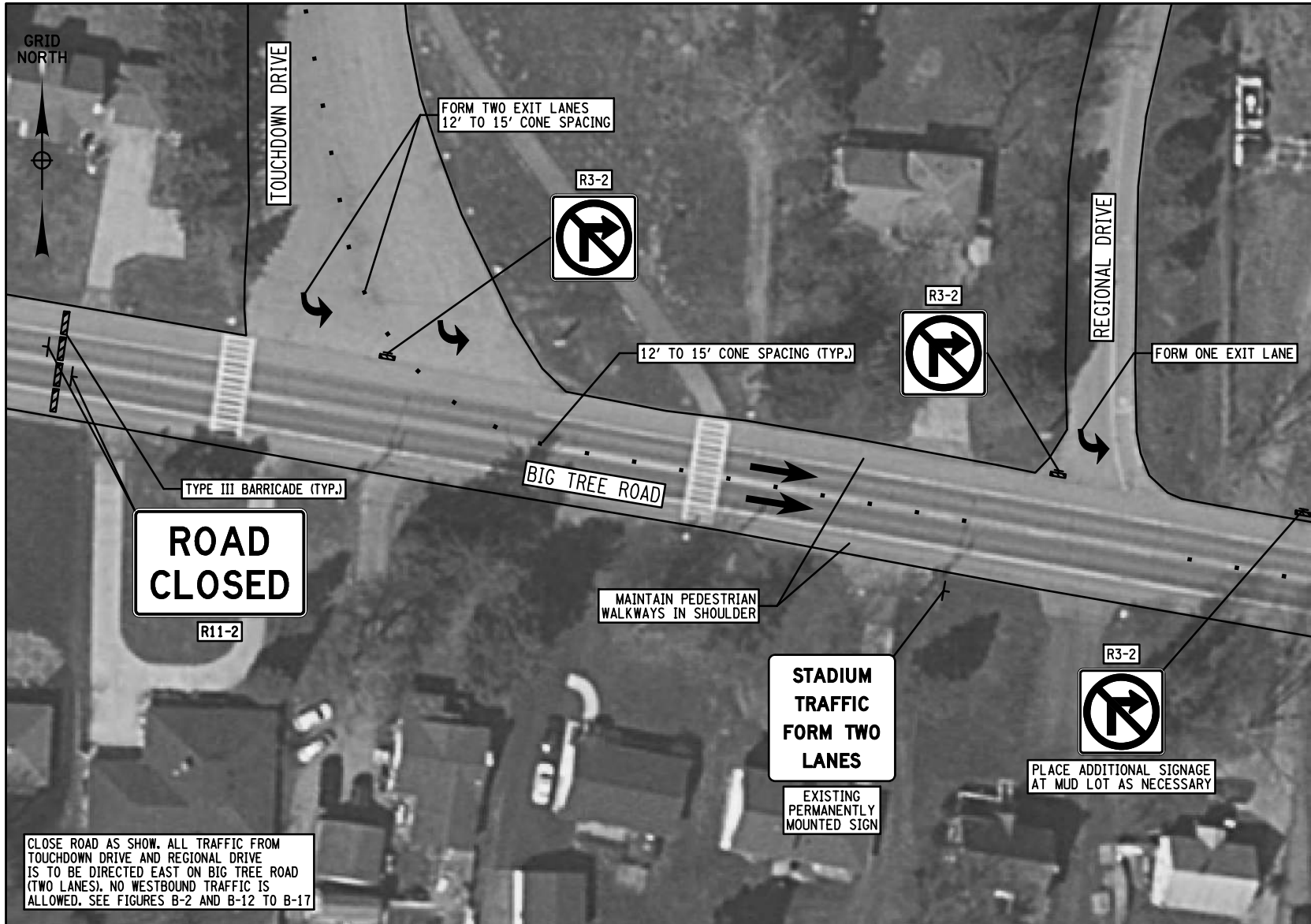


FIGURE B-11

POST-GAME  
 DETOUR PLAN - BIG TREE ROAD (US 20A)

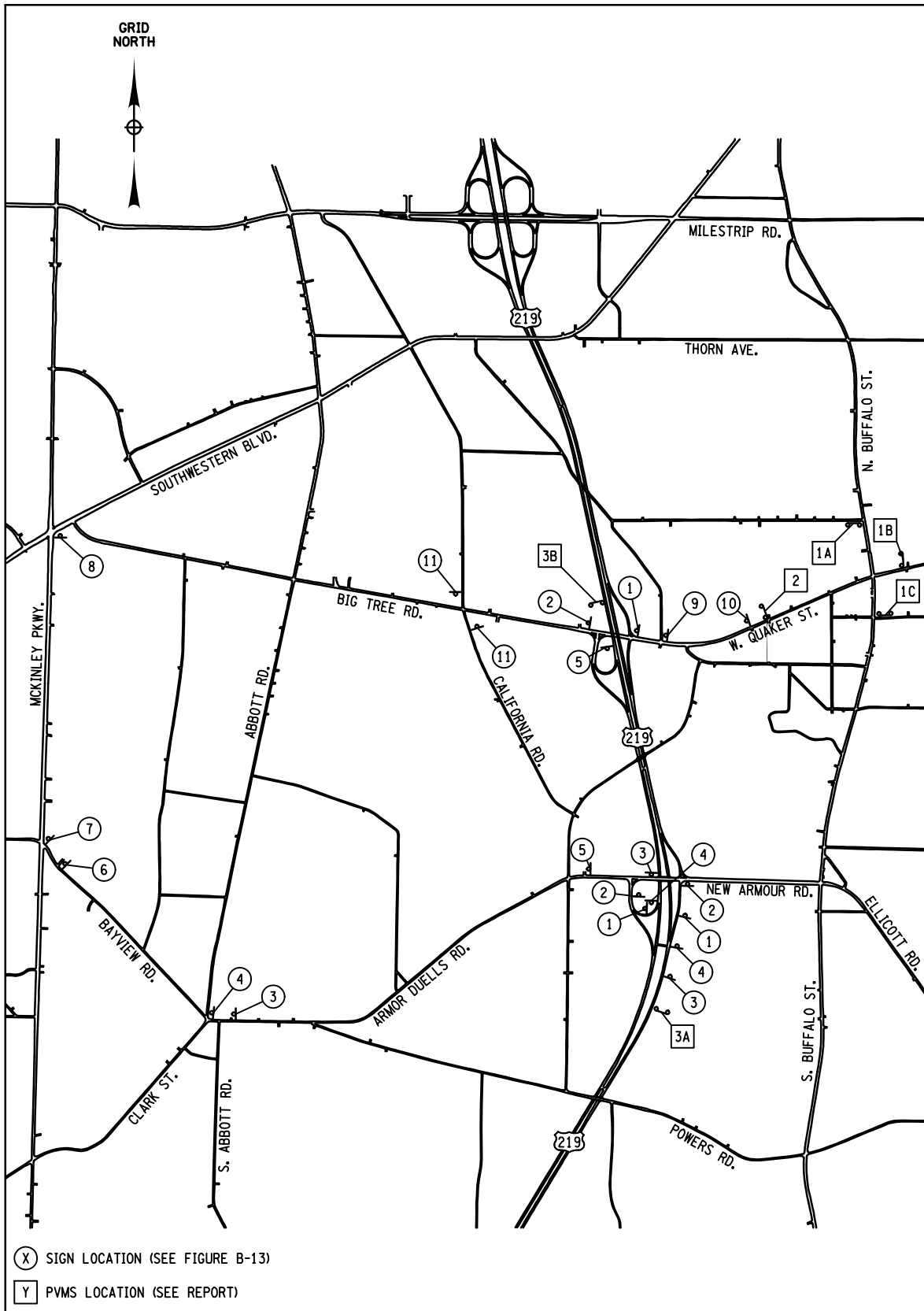


FIGURE B-12

POST-GAME  
SIGN LOCATION KEY

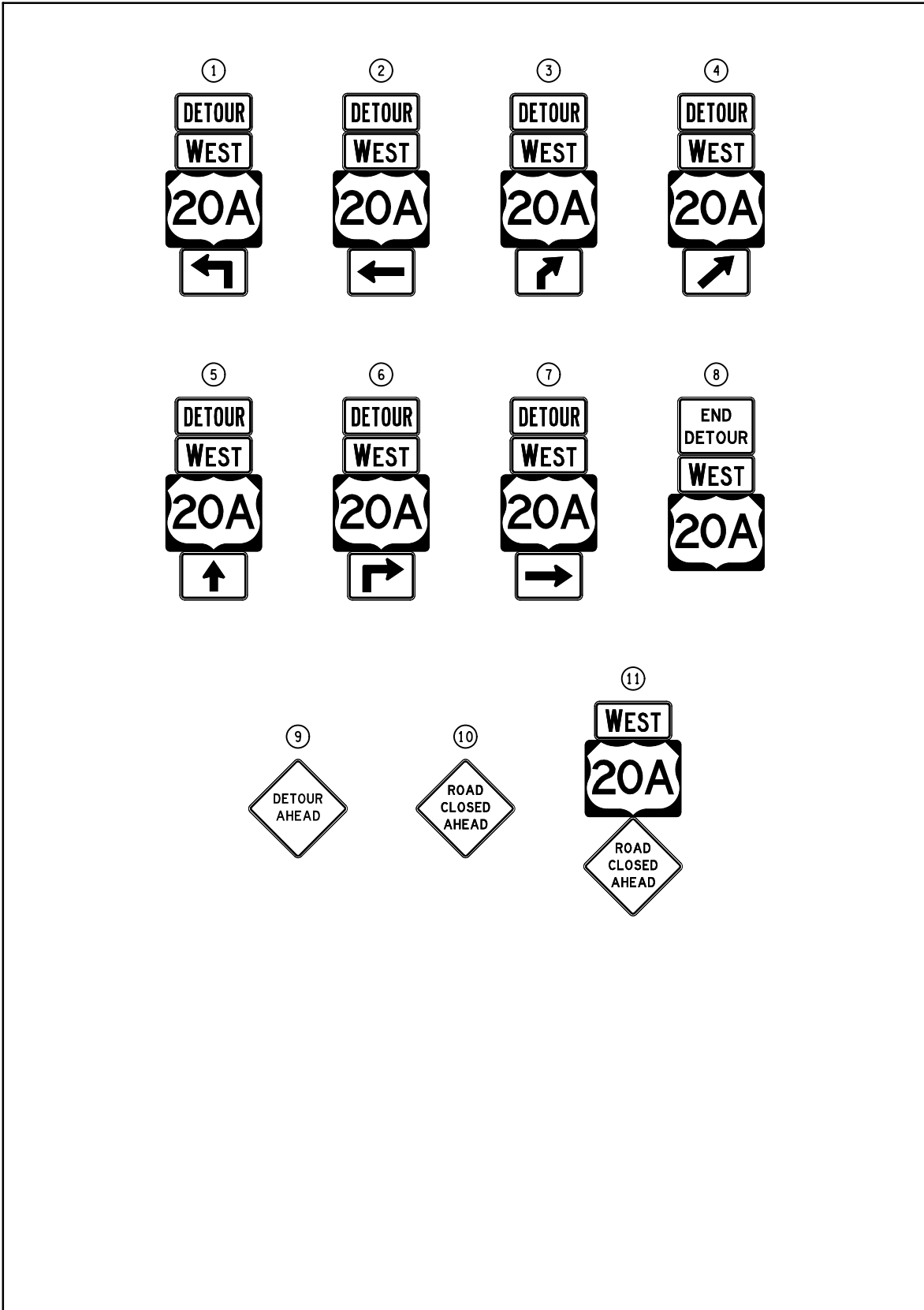


FIGURE B-13

PRE-GAME  
BIG TREE ROAD BETWEEN SHADOW LANE AND QUEENS PLACE

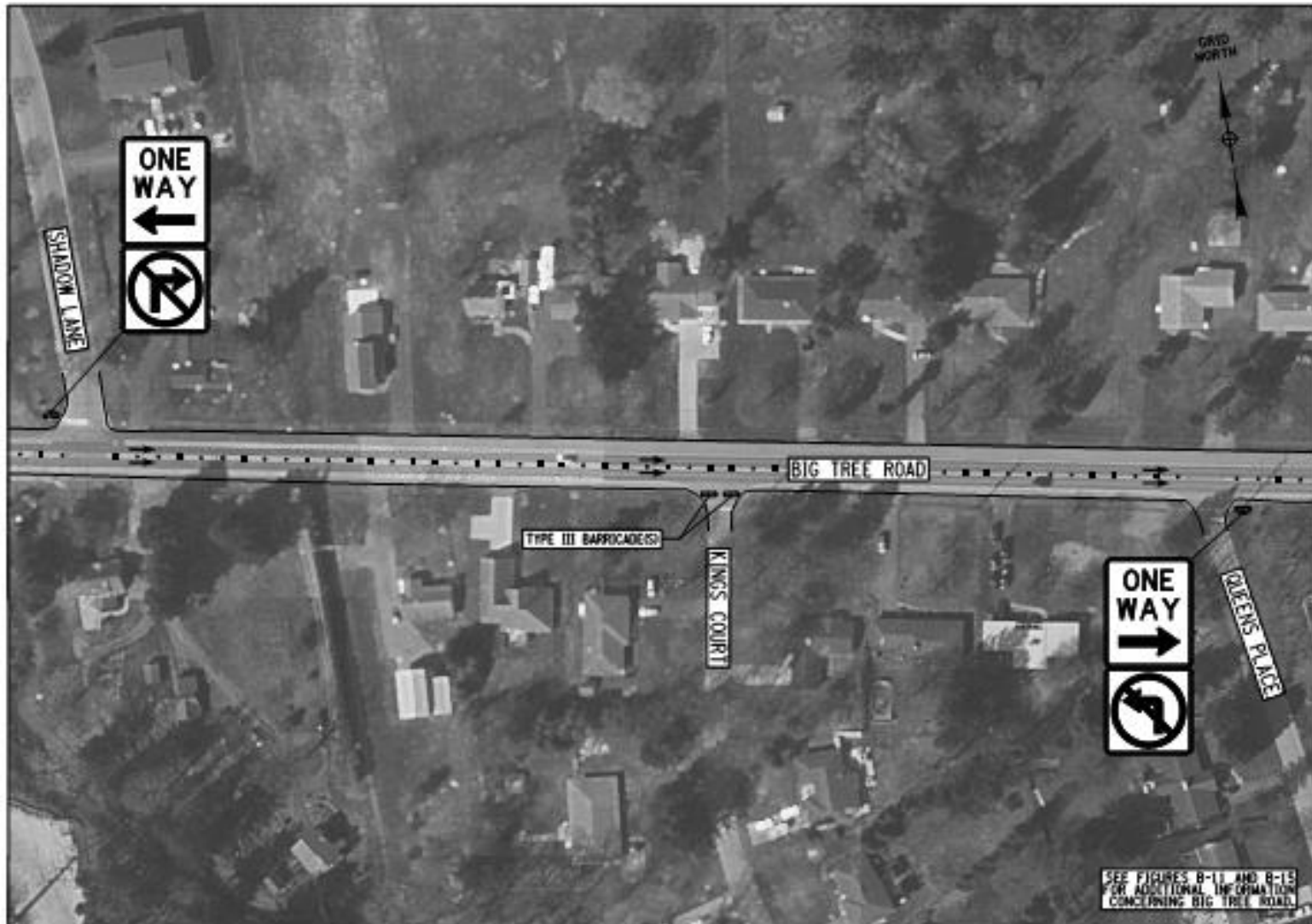


FIGURE B-14

PRE-GAME  
BIG TREE ROAD CALIFORNIA ROAD AND COBHAM DRIVE

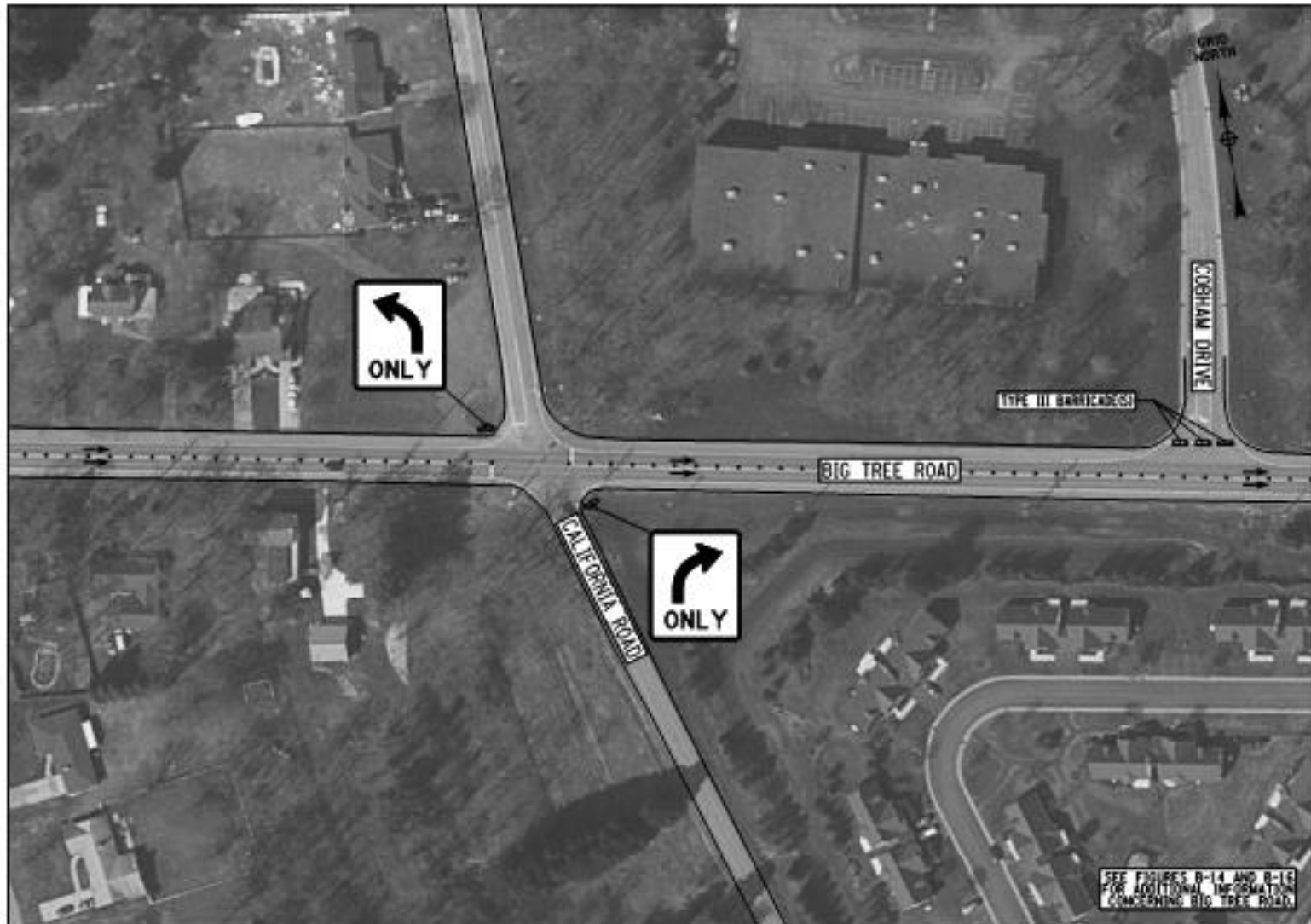


FIGURE B-15

PRE-GAME  
BIG TREE ROAD WEST OF ROUTE 219 SOUTHBOUND RAMP



FIGURE B-16

PRE-GAME  
 ROUTE 219 SOUTHBOUND RAMP AT BIG TREE ROAD

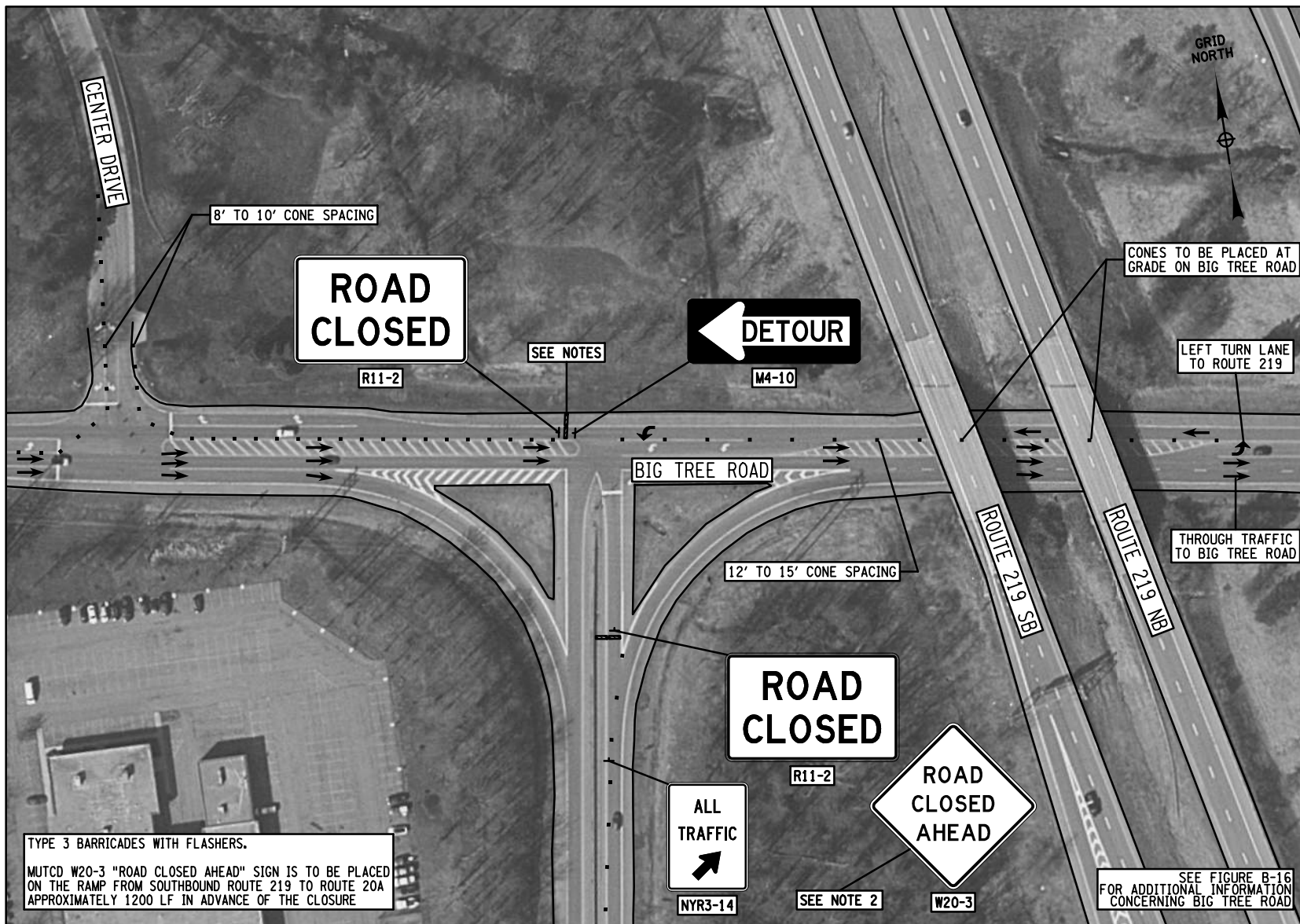


FIGURE B-17



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**ADDPENDIX C**

**Communications Plan**

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**COMMUNICATION PLAN**

This communication plan supplements the Traffic Management Plan for Highmark Stadium. The objectives of the plan are to ensure patrons of games and other large crowded events are provided with accurate, updated information to allow them safe and efficient ingress and egress from the Team controlled parking lots, ECC parking lots and the numerous private lots surrounding the stadium. The plan also ensures that those organizations that are responsible for traffic management communicate with each other and react to situations that may occur during the events. Communication and feedback can be used to continuously improve and update the TMP as necessary.

Communication for motorists is accomplished by first getting observational reports from field staff or CCTV cameras and then sharing that information with the appropriate organization. Actions can then be taken to provide updated information to travelers. The following are the major components of the communication plan.

The following agencies/organizations are an integral part of the communications plan.

NYS DOT (New York State Department of Transportation) - Oversight and permit issuance

NITTEC (Niagara International Transportation Technology Coalition) – Traffic operations center (TOC)

ECDPW (Erie County Department of Public Works) – Traffic control devices set-up, removal, and response to incidents

Comet Flasher - Traffic control devices set-up, removal, and response to incidents

Erie County Sheriff – Traffic control on public highways near the stadium

Local emergency services (Fire, Ambulance, Towing services etc.) – Response to incidents, and crashes on public highways near the stadium.

The following section lists the major components of the communication plan.

1. Command Center.

- a. A command center is activated in the stadium to provide coordination between agencies during games or events. The command center has a list of all emergency contacts and can ensure communications between all agencies/organizations responsible for traffic control. It is staffed by Erie County Sheriff's Office, Buffalo Bills Security and event operations personnel, AMR (Rural Metro Emergency Medical Services), Erie County Emergency Services and Windom Fire Department. In an emergency the Event Command Center will be notified and appropriate emergency communications will be shared with the Sheriff and/or other relevant emergency services personnel.

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2. Use of CCTV cameras to monitor traffic conditions and develop messaging
  - a. The command center inside the stadium has access to several cameras throughout the stadium site. These cameras provide limited information as to traffic conditions in and around the stadium. Information gathered from the cameras can be shared by the command center with NITTEC TOC but is not accessible by them.
  - b. NYSDOT has cameras on major interstates in the Region, monitored by NITTEC. They can be monitored for traffic conditions as patrons approach the stadium. Information on Regional incidents can be shared with the stadium operations center as necessary.
  - c. Currently there are no cameras at major intersections or major highways surrounding the stadium.
  
3. Observational real time awareness of conditions
  - a. ECDPW and Erie County Sheriff's officers are stationed throughout the stadium area, if they observe issues or problems with traffic, they can relay this information through the command center to the NITTEC who can use PVMS and DMS signs to communicate with the traveling public, post updates on the 511NY system or aid in dispatching emergency services if necessary.
  - b. ECDPW and Erie County Sheriffs can also relay information to dispatch for response to incidents in and around the stadium site providing response via ambulances, fire, and tow trucks.
  
4. Utilize Dynamic Message Signs (DMS) and Portable Variable Messages Signs (PVMS) to communicate with motorists.
  - a. PVMS signs are located throughout the stadium site at parking lot entrances and other appropriate locations. A list of DMS and PVMS locations can be found in Attachment 1.
  - b. The NYSDOT and NYSTA maintains fixed DMS signs and some PVMS signs on Route I-90 and NY 219. These can be updated as necessary for changing traffic conditions. They can be used to warn of traffic issues or delays, or to recommend alternate Routes. These are also listed in Attachment 1.
  - c. Several PVMS boards are installed and operated by Comet-Flasher dedicated to the closure of Big Tree Rd. (20A) westbound post game (see Attachment 1).
  - d. A list of messages has been developed that can be posted remotely by the NITTEC as conditions change. A set of standard messages is available to be used if no special conditions exist. These messages can be found in Attachment 2. Messages can be adjusted as conditions merit. Comet-Flasher controls PVMS boards relating to Big Tree Rd. (US 20A). See attachment 1.
  - e. Generally, messages will be activated five hours before an event. The messages will be deactivated one hour following an event after contact with Erie County Sheriff is conducted

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confirming all traffic issues have been cleared. Messages are modified during the game for post-game traffic.

- i. **Big Tree Rd. (US 20A) eastbound closure.** From approximately mid-event to about one hour after event. Wording related to this closure is programmed into DMS and PVMS messaging.
    - ii. **Abbott Rd. Northbound/Southbound closure.** Approximately five (5) hours prior to an event until 1 hour after event. Wording related to this closure is programmed into PVMS messaging
  - f. Some of the DMS signs have the capability of posting travel time information. Posted travel times are automatically activate if there are delays.
5. Public notice
- a. Property owners on Big Tree Road (US 20) shall be notified annually of the Big Tree Road (US 20A) post game westbound closure.
  - b. Ticket holders will be notified several days in advance of the Big Tree Road (US 20A) post game westbound closure.
  - c. Notice of the Big Tree Road (US 20A) post game westbound closure shall be posted on Buffalo Bills social media for all games and large crowd events.
  - d. The Buffalo Bills will use social media and their web site to inform patrons of games and large crowd events of special traffic management issues or revisions. Press releases will also be issues as appropriate.
6. Interagency communication
- a. To assist with inter agency communication a contact sheet has been created and can be found in Attachment 3. This shall be updated annually.

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**COMMUNICATION PLAN**  
Attachment 1  
PVMS/DMS Locations

PVMS locations are noted as follows:

- PVMS P-466 Rt.-219 South at Berg Rd.
- PVMS P-132 Rt.-5 West Before Milestrip Rd.
- PVMS P-550 Lot 5 Entrance on Southwestern Blvd. (US 20)
- PVMS P-549 Abbott Rd. south of Southwestern Blvd. (US 20)
- PVMS P-554 Lot 4 Entrance on Southwestern Blvd. (US 20)
- PVMS P-551 Abbot Rd. at Team Member Lot
- PVMS P-552 Lot 1 Entrance on Big Tree Rd.
  
- PVMS C-F 1A Southbound on NY 240 South of New Taylor Rd.
- PVMS C-F 1B Northbound on NY 240 North of School St.
- PVMS C-F 1C Westbound on Big Tree Rd. (NY 20A) west of Sunset Ln.
- PVMS C-F 2 Westbound on Big Tree Rd. (NY 20A) west of Carow St.
- PVMS C-F 3A Northbound on US 219 ½ miles south of New Armor Rd.
- PVMS C-F 3B Southbound on US 219 750' north of Big Tree Rd. (US 20A)

• **DMS Locations are noted as follows:**

DMS locations are noted as follows:

- DMS MP 428.3W I-90 NYS Thruway Westbound at mile post 428.3
- DMS MP 6.375 I-190 NYS Thruway (Niagara Section) Southbound at mile post 6.375

Note other DMS are located throughout the region and can be used as necessary and appropriate by the NITTEC TOC

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**COMMUNICATION PLAN**  
Attachment 2  
PVMS/DMS messages

Table 2.A PVMS/DMS signs controlled by the NITTEC TOC			
Board No.	Message Posting Time	First Message*	Second Message*
P-550 (1)	<b>PRE-Game</b>	ABBOTT CLOSES At 8:00	LOTS OPEN AT 9:00
	<b>Game-Time</b>	HAVE TICKETS READY	FAN CONDUCT ENFORCED
	<b>Post-Game</b>	USE ALL THREE LANES	THANK YOU FANS
P-549 (2) P-554 (3) P-551 (4)	<b>PRE-Game</b>	ABBOTT CLOSES AT 8:00	LOTS OPEN AT 9:00
	<b>Game-Time</b>	HAVE TICKETS READY	FAN CONDUCT ENFORCED
	<b>Post-Game</b>	DRIVE SAFELY	THANK YOU FANS
P-552 (5)	<b>PRE-Game</b>	ABBOTT CLOSES At 8:00	LOTS OPEN AT 9:00
	<b>Game-Time</b>	HAVE TICKETS READY	FAN CONDUCT ENFORCED
	<b>Post-Game</b>	USE TWO LANES	THANK YOU FANS
P-466	<b>Pre-Game</b>	STADIUM TRAFFIC	USE NEXT TWO EXITS
	<b>Post-Game</b>	RTE 20A WEST CLOSED	Use ALT ROUTE
P-132	<b>Pre-Game</b>	STADIUM TRAFFIC	USE RT 179 TO

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Table 2.A PVMS/DMS signs controlled by the NITTEC TOC			
Board No.	Message Posting Time	First Message*	Second Message*
			MCKINLEY
DMS 428.3W I-90	<b>Pre-Game</b>	STADIUM TRAFFIC USE EXIT 55 ROUTE 219 SOUTH	
DMS 6.37S I-90	<b>Pre-game</b>	STADIUM TRAFFIC USE EXIT 7/RTE 5	

\* Time based on a 1:00 pm game time, change times as appropriate for alternate event start times.  
Note: All references to games shall apply to other large crowd events as well

Table 2.B PVMS signs controlled by Comet Flasher (C-F)			
Board No.	Message Posting Time	First Message	Second Message
C-F 1 3 locations	<b>Advance warning (3 days prior)</b>	RTE 20A WEST CLOSES	DAY DATE TIME
	<b>During closure</b>	RTE 20A WEST CLOSESD	USE ALT ROUTE
CF-2	<b>Advance warning (3 days prior)</b>	ROAD CLOSES	DAY DATE TIME
	<b>During closure</b>	ROAD CLOSED AHEAD	FOLLOW DETOUR
CF-3 2 locations	<b>Advance warning (3 days prior)</b>	RTE 20A WEST CLOSES	DAY DATE TIME
	<b>During closure</b>	RTE 20A WEST CLOSESD	FOLLOW DETOUR

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**COMMUNICATION PLAN**

Attachment 3

Contact Sheet

The following is a list of phone numbers and contact information for use by those responsible for traffic management for events.

Group/Organization	Contact person (if available)	Contact information
		Note all phone numbers are (716) area code unless otherwise noted.
Stadium Command	Andy Major – Bills Operations Chris Clark – Bills Security Stan Janus – Incident Dispatch	312-8744 (through command Ctr.)
Erie County Sheriff	Timothy Carney	648-4903 (Through Command Ctr.)
Erie County DPW	William Geary	432-6474
	Joe Donlon (game site supervisor)	870-7405
NYSDOT South Erie	Mike Flynn (PVMS Issues)	649-2157 (w)
NITTEC TOC	William Lobuzzetta	
NYSTA		1-800-842-2233
Buffalo Bills Staff Representative	Andy Major – Bills Operations	860-5042
Comet-Flasher	Jamie Rybij	821-9595
Windom Fire Department	Aaron Jarka - Fire Chief	662-6444
Orchard Park Police Dispatch		662-6444
AMR (Medical Services)	Russ Dimitroff	983-3716
AAA (Towing services)		312-8744 (Through Command Ctr.)
AllPro Parking	Richard Serra	583 2717 c, 849-7275 o



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**ADDPENDIX D**

**Erie County Sheriff  
Oversite Staffing Plan**

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**TRAFFIC MANAGEMENT PLAN**

**Erie County Sheriff Office (ECFO) Oversight Staffing Plan:**

The ECSO has an Event Action Plan for the Existing Stadium. The Plan is used for traffic management and public safety to support the following goals:

- Minimize (and mitigate, whenever possible) risks to first responders.
- Provide for a safe, secure, clean, comfortable, and friendly environment for all fans, both in the Stadium and parking lots by proactively enforcing the Bills Fan Code of Conduct and NYS Laws.
- Provide for traffic control and traffic management at the venue and contiguous area.
- Provide emergency law enforcement / security response at the venue and contiguous area.
- Preserve public and private property.
- Gain and maintain situational awareness of the venue, contiguous assembly areas and transportation corridors proximate to the event.

The plan also outlines locations for staffed oversight of intersections and driveways around the Existing Stadium pre and post events. A summary of the locations (subject to change per event) is noted as follows:

Zone 1

- #1 – SOUTHWESTERN BLVD. (US 20) & Abbott Rd.
- #2 – SOUTHWESTERN BLVD. (US 20) & Touchdown Dr.
- #3 – SOUTHWESTERN BLVD. (US 20) & Stadium Dr.
- #4 – SOUTHWESTERN BLVD. (US 20) & California Rd.
- #5 – Abbott & Milestrip Rd.
- #6 – Milestrip Rd. & California Rd.
- #7 – SOUTHWESTERN BLVD. (US 20) & McKinley (Post Event Only)
- #7A – SOUTHWESTERN BLVD. (US 20) & ECC Dr. (Post Event Only)

Zone 2

- #8 – Abbott Rd. & Football Dr.
- #9 – North Abbott Rd. Barricade
- #10–Disabled (accessible) Parking North
- #11–South Abbott Rd. Barricade #11a–Disabled (accessible) Parking South (Pre-game Only)
- #12–Abbott Rd. & Bills Dr.
- #13–Abbott Rd. & Camper Dr.

Zone 3

- #14–Abbott Rd. & BIG TREE ROAD (US 20A)
- #15–BIG TREE ROAD (US 20A) & Fieldhouse Dr.
- #16–BIG TREE ROAD (US 20A) & Regional Dr.
- #17–BIG TREE ROAD (US 20A) & California Rd.
- #18–BIG TREE ROAD (US 20A) & US 219 Expressway

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ECFO officers have primary oversight over traffic management and emergency response. A representative of the ECSO will be stationed in the Command Center ECSO. They direct traffic and take control of select traffic signals via manual control. The following signals are controlled by ECSO Officers:

- Zone 1 – Southwestern at Abbott Road (pre/post game), Southwestern at California Rd (pre/post), Abbott Rd at Milestrip Rd (pre/post) Southwestern at Big Tree (post only), Southwestern at McKinley (post only).
- Zone 3 – Abbott Road at Big Tree Rd (pre/post), Big Tree Rd at California Rd (pre/post)