

Police Strategy No. 8:

Reclaiming The Roads of New York

The Honorable Rudolph W. Giuliani
Mayor of the City of New York



William J. Bratton
Police Commissioner



November 29, 1995

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INTRODUCTION

At the outset of his administration, Mayor Rudolph W. Giuliani charged Police Commissioner William J. Bratton with the responsibility of reorganizing the Police Department and developing a series of strategies to significantly reduce crime, fear, and disorder throughout New York City. The men and women of the Police Department responded and have made remarkable progress. The restructuring and efficient management of the Department and the implementation of seven different crime fighting strategies has led, as of November 1, 1995, to a decrease of approximately 27% in the seven major categories of crime as compared to two years ago. In particular, the categories of homicide, robbery, and auto theft are experiencing an even greater reduction than other offenses. Quality of life offenses have also been dramatically reduced. For example, "squeegee cleaners," once common throughout the City, are now rarely seen.

The reduction in serious crime and quality of life offenses produces not only a more decent place to live, but also a climate much more conducive to economic development and commerce. These reductions are essential for a better society. To further improve conditions in New York City, Mayor Giuliani has directed the Police Department, working in partnership with the Department of Transportation, as well as other agencies to implement a traffic congestion reduction strategy. The Mayor has stated that: "Reducing traffic congestion benefits everyone by improving the environment, enhancing commerce, and providing a better quality of life for all New Yorkers."

Accordingly, the Police Commissioner has directed the establishment of the Traffic Control Division and assigned an Assistant Chief as its Commanding Officer. This new Division, working in conjunction with the Department of Transportation, will be responsible for expediting the flow of traffic, and reducing pedestrian and vehicle accidents. The officers of the Traffic Control Division will aggressively seek to sanction those individuals who show little regard for their fellow citizens through the flagrant violation of the traffic laws of our City and State. Traffic Control Division officers will work in concert with Department of Transportation personnel in programs that include the towing of illegally parked vehicles from major thoroughfares, the identification of methods to improve traffic flow, programs to reduce accidents that cause injuries and deaths, and other initiatives.

The Department of Transportation is the primary City agency responsible for transportation issues. The Police Department's Traffic Control Division is responsible for enforcement initiatives. The Traffic Control Division recognizes the Department of Transportation's longstanding experience and expertise in traffic management and will work closely with its staff in identifying traffic problems and taking steps to correct them.

The Traffic Control Division, answering directly to the Chief of Patrol, will have operational commands consisting of the Highway District, Traffic Operations District, Surface Transportation Enforcement District, a Special Events Unit and a Movie and TV Unit. Daily operations and event planning implementation will be coordinated through a Traffic Situation Room.

The implementation of this strategy will be phased in over the next few months. The availability of the present recruit class in the Police Academy and the carefully managed deployment strategies used by the Department create a unique opportunity to assign resources without diminishing proper attention to other crime fighting efforts. As part of their training, a number of recruits at the Police Academy will be assigned to traffic duty along with seasoned officers. Upon graduation next March, some new police officers will be used in positions previously held by officers who as part of the phase in of the Traffic Control Division were assigned to traffic duty.

Recognizing that traffic congestion has an impact on the environment, commerce, and the quality of life of all citizens, the Traffic Control Division will concentrate its efforts on expediting the flow of traffic to and from Manhattan during the morning and evening rush hours, and in midtown during the middle of the day. An estimated 875,000 vehicles enter Manhattan each day. These vehicles create the core of the City's traffic problem. This volume directly affects residents who commute from other boroughs, as well as those who commute within their borough and from outside the City.

The Traffic Control Division will also work to improve the flow of traffic in and about the central business districts of the Bronx, Brooklyn, and Queens. The Police Department's Staten Island Borough Commander will continue to coordinate and control the movement of traffic within that Borough. The Traffic Control Division will assist the Staten Island Borough Commander during special events and emergencies.

The Traffic Control Division will also coordinate the efforts of all patrol precincts and other Police Department units to address traffic problems. In order to change the culture and the mind-set of the organization, the Chief of Department will ensure that the entire patrol force understands that every individual officer has a role in traffic control. By taking "ownership" of their posts and correcting conditions that obstruct traffic, officers will gain a greater sense of pride and know that their actions concerning traffic control fulfill one of the basic missions of policing.

To ensure that all patrol officers and supervisors participate in the implementation of this strategy, each precinct will develop its own traffic control plan. The Special Operations Division will also have a particularly important role in making the traffic strategy successful through the dedicated efforts of the Mounted and Aviation Units.

As part of this strategy, there will be a campaign to make residential and business communities fully aware of Mayor Giuliani's intent to reclaim the roads of New York City. The input of these communities will be sought and their ideas and suggestions will be carefully considered.

HISTORY

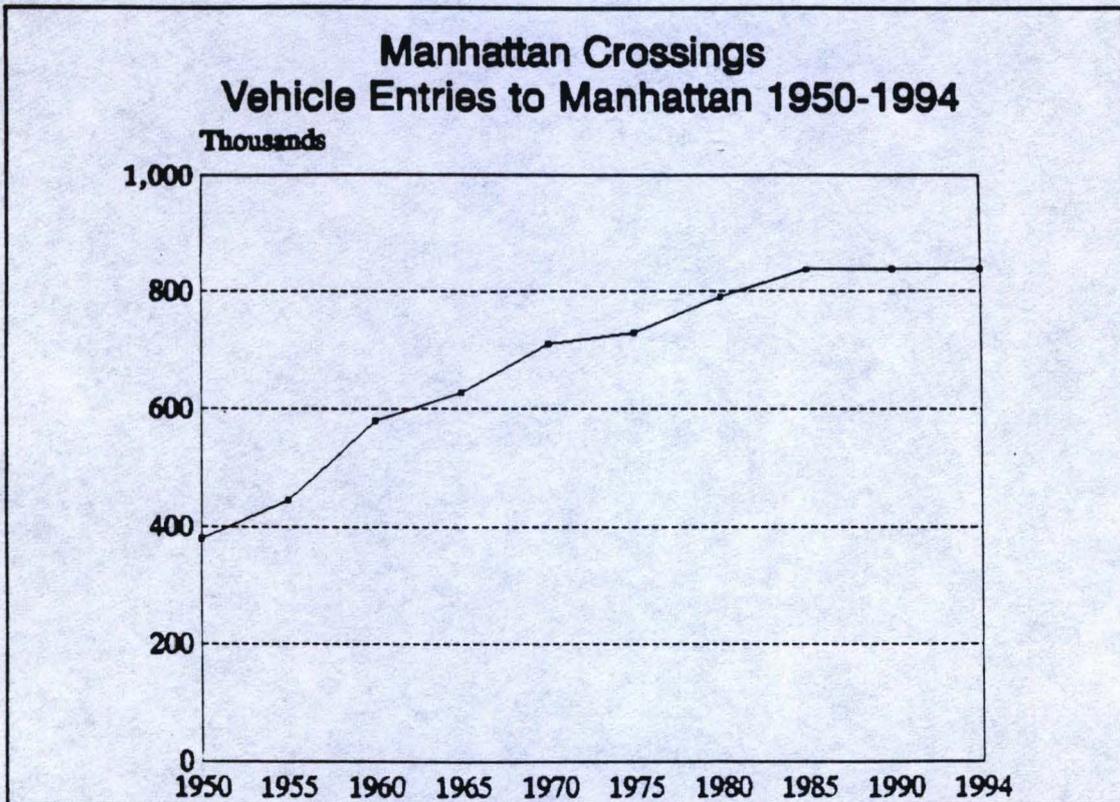
The invention of the automobile and its availability beginning at the turn of the century, forever changed society. The muddy roads of New York City, which for so long were travelled only by pedestrians, horses, and drawn carriages, slowly became the home of the newly invented automobile.

By 1904, the amount and diversity of traffic that travelled the City streets demanded the establishment of a Traffic Bureau. In the same year, the Mounted Division reached an all time high of 800 officers and had as its chief function traffic control. Soon thereafter, Police bicycles were regularly assigned to traffic control. Their officers would arrest drivers who exceeded the City's speed limit of eight miles per hour and bring the violators directly before a judge. In 1907, the first traffic light was erected in Columbus Circle.

In 1908, the Police Commissioner was given the responsibility of creating the first set of comprehensive traffic regulations for the City. Interestingly, it was not until 1910 that the Police Department was given the authority to issue traffic summonses to enforce those regulations. By 1912, there were 38,000 automobiles in New York City, and in 1915 the first traffic signalling system was introduced. By 1934, 7,700 traffic lights had been installed throughout the City. In 1958, there were 900 officers assigned to full-time traffic control.

Traffic increased significantly over the years. The muddy roads that the first cars drove on were replaced by paved streets and newly created highways. In 1903 the Williamsburg Bridge opened, followed by the Holland Tunnel in 1927, the George Washington Bridge in 1931, and the Triborough Bridge in 1936. By 1948, traffic on City owned toll free bridges totalled 924,000 crossings daily, and by 1993, the number of crossings increased to 2,367,000.

The following graph shows the growth of traffic as indicated by the increased flow of automobiles into Manhattan since 1950.



Source: NYC Department of Transportation

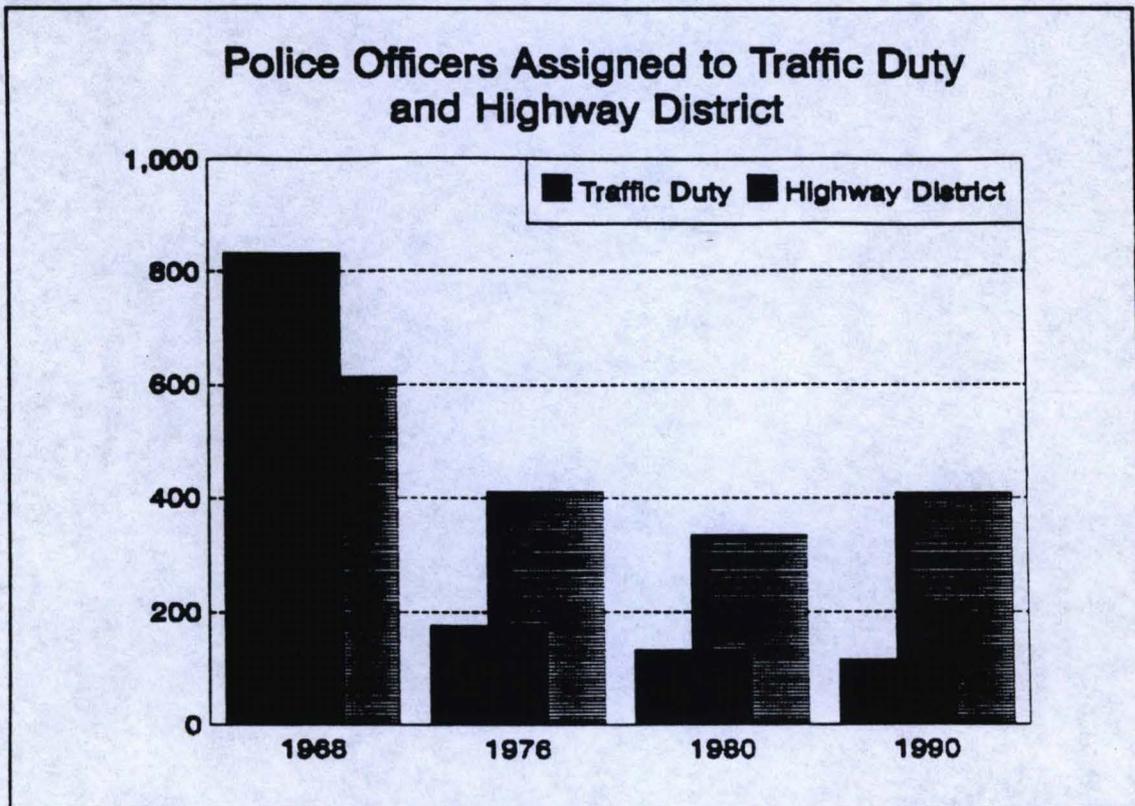
Over the forty years from 1950 to 1990, automobile availability in the region has increased from one auto for every five persons to one auto for every two persons. On Long Island, for example, from 1960 to 1990, the percentage of households having three or more automobiles grew dramatically from 2.6 to 24.5 percent.

Today, 21,000 lane miles of streets, 1,200 lane miles of arterial highway and 76 bridges crossing bodies of water, are spread throughout New York City. There are approximately 1,000,000 street signs, 300,000 street lights, and 63,000 parking meters. An estimated 875,000 vehicles enter Manhattan each day from throughout the greater metropolitan area.

The automobile has allowed for greater mobility and contributed to economic growth. But it also led to increased traffic accidents and congestion. In 1994, the Police Department received approximately 325,000 calls concerning motor vehicle accidents, prepared 234,000 accident reports, and recorded the deaths of 475 motorists, pedestrians, or cyclists. In addition to the loss of life, injury, and property damage, the New York Metropolitan Transportation Council estimates that the New York City region loses approximately \$1 billion in productivity annually from traffic congestion.

While the growth in traffic in and about New York City should have resulted in a growth in police involvement in traffic control, in fact the opposite occurred. While as much as one-third of the Police Department's efforts were dedicated to this function in the early part of the century, the growth in crime, the increased use of the automobile by the police, and the severe reduction in staffing from almost 32,000 officers to fewer than 22,000 as a result of the City's fiscal crisis in the 1970s, all played a role in moving the Department away from the traffic control function. In 1974, the establishment of the Department of Transportation, and the subsequent hiring of traffic control agents, further contributed to the Police Department distancing itself from the traffic control duties.

The chart that follows shows the decline in the number of officers involved in traffic duty and highway patrol from 1968 through 1990.



In addition to those already mentioned, other factors at the present time contribute to officers' hesitancy to control or direct traffic. Most notable is the fact that officers are not adequately trained to perform that task. In recent years, recruit officers received as little as two hours of traffic control training.

Meanwhile, throughout the rest of the country, traffic control and enforcement remain one of the primary roles of police. Officers direct traffic and control its flow. They act as partners with other transportation agencies. They make recommendations on engineering, educate the public, and engage in enforcement.

THE TRAFFIC CONTROL DIVISION

The creation of the Traffic Control Division within the New York City Police Department establishes the Mayor's and the Police Commissioner's firm commitment to reclaiming the City's roads.

The Division's mission will be to promote the expeditious flow of traffic, ensure the safety of pedestrians and motor vehicle occupants, and aggressively pursue, summons, and even arrest, when appropriate, those individuals, who by violating the law impede the movement of traffic.

The Division's Commanding Officer will regularly meet with Patrol Borough and Precinct Commanders to ensure that all available resources are being concentrated on addressing traffic conditions.

In addition to the Traffic Control Division Headquarters commanded by an Assistant Chief, the Traffic Control Division will consist of five operational commands:

Traffic Operations District: consisting of four Borough Traffic Task Forces;

Highway District: composed of the existing three Highway Units and a newly formed Highway Unit #4;

Surface Transportation Enforcement District: consisting of a Bus Unit and a Taxi Unit;

Special Events Unit: consisting of officers who plan and coordinate activities concerning traffic at major events;

Movie and T.V. Unit: consisting of officers who assist the film and television industry at on-street film shooting locations.

A Traffic Situation Room will be used to coordinate the activities of the operational commands, police precincts, and other specialized units that will participate in traffic control efforts.

The following will be key components of the Traffic Control Division's Strategy:

- **The Traffic Control Division will be staffed with highly motivated officers. They will come predominantly from the ranks of those who volunteer, and the officers who exhibit exceptional performance will be eligible for future choice assignments;**
- **Traffic Control Division officers will be highly visible and in some cases wear special uniforms;**
- **The officers will be expected to take "ownership" of all traffic problems on their posts and will be held accountable for addressing these conditions;**
- **Officers assigned to the Traffic Control Division will concentrate enforcement efforts on those offenses that obstruct traffic or endanger safety;**
- **Special attention will be given to any parking condition that obstructs vehicular or pedestrian traffic;**
- **Motorists who use their vehicles' horns in other than emergencies will be summonsed;**
- **There will be zero tolerance during peak traffic congestion times for:
 Double Parking
 Obstructing Bus Stops
 Intersection Spillback
 Unauthorized construction site traffic interference;**
- **Motorists who drive while intoxicated or impaired will be aggressively pursued and arrested;**
- **Motorists who are unlicensed or drive with suspended licenses will be summonsed or arrested as may be appropriate;**

- **Most traffic officers will be on steady traffic posts, and these locations will be well known to residents and business people within the community. The presence of these officers will be a deterrent against crime. The officers' presence and their enforcement actions in non-traffic matters will serve to further improve the quality of life for the City's residents and visitors;**
- **Officers assigned to traffic duties will address non-traffic quality of life conditions on their posts;**
- **The Traffic Control Division will maintain a Traffic Situation Room that will function 24 hours a day and will coordinate efforts with the Department of Transportation to monitor and deploy resources to control the flow of traffic throughout the City;**
- **The Traffic Control Division will establish and maintain a direct communication link with the Department of Transportation that will be utilized 24 hours per day;**
- **The Traffic Control Division will establish a telephone line that the public may call to report changing traffic conditions and thereby allow the Traffic Control Division to better deploy resources;**
- **Police motorcycles will be used throughout the City and particularly in Manhattan to move traffic. They will move, summons, or have towed any vehicle that obstructs traffic;**
- **Traffic Control Division members will work with the Department of Transportation to identify locations where new or modified signs or traffic signals are required, and also where road conditions are causing accidents. These officers will also make recommendations concerning the timing of traffic lights;**
- **The Traffic Control Division will provide specific criteria and monitor the establishment and implementation of precinct level traffic plans;**

- **The Traffic Control Division will establish a Traffic Intelligence Report to collect data on traffic patterns and conditions;**
- **The Traffic Control Division will improve patrol officers training and monitor the level of proficiency patrol officers demonstrate in traffic control;**
- **The Traffic Control Division will alert patrol supervisors, Duty Captains and higher ranking officers to mobilize personnel when necessary to address traffic problems;**
- **The Traffic Control Division will form and coordinate an Auxilliary Police Unit dedicated to traffic control.**

In the pages that follow, each of the Districts or Units that comprise the Traffic Control Division are examined. An organization chart and a staffing schedule for the Traffic Control Division are also presented, as is a discussion of the roles of other Police Department Units.

TRAFFIC OPERATIONS DISTRICT

The Traffic Control Division has within it a Traffic Operations District. This District will be responsible for coordinating the efforts of the:

Bronx Traffic Task Force

Brooklyn Traffic Task Force

Manhattan Traffic Task Force

Queens Traffic Task Force

The Staten Island Borough Commander is responsible for all police service within that borough. The Borough Commander will continue to coordinate and control the movement of the traffic within Staten Island. The Traffic Control Division will provide assistance at major events and during emergencies. The Staten Island Borough Commander will ensure compliance with and implementation of all appropriate directives concerning traffic plans.

Each individual Task Force in the Traffic Control Division will be charged with ensuring the well regulated flow of traffic within its borough. Their function will be accomplished through the use of officers directing traffic at key locations and through the use of a mobile enforcement component consisting of officers on scooters and in some cases vans. The task forces will work closely with the Department of Transportation to tow illegally parked automobiles that impede the flow of traffic. They will also work with the Department of Transportation to reduce the frequency of automobile accidents that cause death or injury, and to establish pedestrian safety initiatives.

To accomplish this mission an existing traffic unit in Brooklyn will be expanded and designated the Brooklyn Traffic Task Force. Two new Traffic Task Forces will be established in the Bronx and Queens respectively.

In order to promote safety and visibility, the officers assigned to the Traffic Task Forces will wear reflective vests, and white uniform hats and gloves.

During rush hours, the Task Forces will facilitate the flow of traffic into and out of Manhattan.

Officers and Supervisors in the Traffic Task Forces will be expected to have a sense of "ownership" and will be held accountable for the traffic problems within the area they are assigned. These Officers will also be available to address and prevent crime in the vicinity of their posts. Patrol precincts will provide them with accurate and timely reports concerning crime patterns and trends in the areas the officers patrol.

Members of the Traffic Task Forces will be trained by the Department of Transportation in the laws and City regulations that apply to construction sites. Officers will respond to construction sites and ensure that traffic is not unnecessarily interfering with traffic and that appropriate permits are present.

During peak traffic congestion times, officers will have zero tolerance for:

- Double Parking**
- Obstructing Bus Stops**
- Intersection Spillback**
- Unauthorized construction site traffic interference**

Officers also will concentrate their efforts toward red light enforcement and any parking condition that obstructs pedestrian traffic.

Traffic Control Division Task Force officers will ensure the safety of bicyclists and will also enforce laws against reckless cyclists.

Officers in these task forces will be alert to and take appropriate action concerning quality of life conditions. Particular attention will be given to:

- | | | | |
|---|--------------------------|---|-------------------------------|
| o | Horn Noise | o | "Boombox Cars" |
| o | "Boomboxes" | o | Loud Motorcycles |
| o | Car Alarms | o | Graffiti |
| o | Illegal Dumping | o | Illegal Peddlers |
| o | Squeegee Cleaners | o | Aggressive Panhandling |

The Borough of Manhattan experiences the greatest amount of traffic congestion in the City. In order to effectively address this problem, the Traffic Operations District will utilize a multifaceted deployment strategy.

The Manhattan Traffic Task Force Commander will identify major areas within the borough that have traffic congestion during peak or other hours. These areas, designated as traffic sectors, will be placed under the command of individual lieutenants. These lieutenants will divide their sectors into modules, where individual sergeants and appropriate numbers of officers will be assigned.

The majority of the officers within these modules will be directing traffic. When conditions warrant, they will receive support from a scooter patrol force from within the Task Force. Additionally, when needed, Highway District officers and Mounted Unit officers will provide assistance.

Officers assigned to scooters and vans will be an added component of the Manhattan Traffic Task Force. In addition to engaging in enforcement duties, these officers will also be available for immediate mobilization and assignment to traffic emergencies caused by major accidents, police incidents, water main breaks, and natural disasters.

The Manhattan Traffic Task Force will ensure that all rules and regulations concerning horse drawn carriages are enforced. Attention will be given to regulations of the Administrative Code concerning the licensing, health, and safety of the animals involved. Additionally, the enforcement units will inspect the carriages to ensure that they are safe and adhere to laws concerning lighting and safety.

HIGHWAY DISTRICT

follows: The Highway District will be composed of four units, assigned as

Highway Unit # 1 Bronx

Highway Unit # 2 Brooklyn

Highway Unit # 3 Queens

Highway Unit # 4. Manhattan

The Borough of Staten Island will continue to maintain its own Highway Unit under the jurisdiction of the Staten Island Borough Commander who will coordinate efforts with the Traffic Control Division. The Traffic Control Division will assist the Staten Island Borough Commander during special events and emergencies.

Historically, the Highway District has been responsible for patrolling limited access highways to facilitate the movement of traffic and promote safety. Effective immediately, Highway Units will identify those areas on highways and streets that experience the greatest number of accidents, injuries, and deaths, and concentrate their enforcement efforts at those locations. However, no area of the City will be exempt from traffic enforcement. Highway officers will also be required to identify areas that experience the greatest traffic congestion and take steps to enhance its flow. The measurement of a Highway Unit officer's success will take into account the level of safety for motorists and pedestrians on that officer's post, and the degree to which traffic flows freely, consistent with conditions in the area.

Highway Units in the Boroughs of the Bronx, Brooklyn, Manhattan, and Queens, will be directed to identify perennial conditions that inhibit the flow of traffic during peak commuter times and attempt to ameliorate these conditions.

All Highway Units will give special attention to offenders driving while intoxicated, drivers with suspended/no licenses, drag racing, speeding, tailgating, and failing to yield right of way.

Working with other officers in the Traffic Control Division, officers assigned to all Highway Units will be alert to and take appropriate action concerning the following quality of life conditions:

- | | | | |
|---|--------------------------|---|-------------------------------|
| • | Horn Noise | • | "Boombox Cars" |
| • | "Boomboxes" | • | Loud Motorcycles |
| • | Car Alarms | • | Graffiti |
| • | Illegal Dumping | • | Illegal Peddlers |
| • | Squeegee Cleaners | • | Aggressive Panhandling |

In order to more aggressively address the issue of stolen automobiles, the number of Highway District tracking units that identify automobiles that participate in the LoJack program will be increased from six to fifteen.

A newly created Highway Unit # 4 will have motorcycle officers assigned to the streets of Manhattan. These officers will have "ownership" of the particular area to which they are assigned. The areas will consist of either a single major thoroughfare, clusters of roads, or a geographic area that experiences traffic congestion. The officers will be responsible to continually evaluate all conditions effecting the flow of traffic, including delivery locations, chronic double parking conditions, inadequate signs or poorly visible pavement markings. They will patrol the area's major thoroughfares aggressively moving vehicles, issuing summonses and, working with the Department of Transportation, towing vehicles, when necessary. The officers will also be responsible for assisting other Traffic Control Division and precinct personnel in expediting traffic.

When unexpected or chronic congestion develops in an area within Manhattan because of drivers' failure to adhere to traffic laws, the Highway Unit # 4 will be mobilized as a Traffic Strike Force. The Unit will enter the area, identify the cause of the congestion, and deploy the motorcycles to important intersections or other locations to quickly correct the condition. By moving in large numbers and in an organized formation into an area, their presence alone, prior to any action, will be a signal to motorists that intersection spillback and other offenses that obstruct traffic will not be tolerated.

During peak traffic congestion times, whether acting as a Strike Force, or in their individual areas, officers will have zero tolerance for:

**Double Parking
Obstructing Bus Stops
Intersection Spillback
Unauthorized construction site traffic interference**

Officers working in Highway Unit #4 will also concentrate their efforts toward red light enforcement and any parking condition that obstructs pedestrian traffic.

The cadre of motorcycles from Highway Unit # 4 will be available for immediate mobilization and assignment to traffic emergencies caused by major accidents, police incidents, water main breaks, natural disasters, and the like.

A recommended career path for officers who wish to be assigned to Highway Units will be to work in the Traffic Operations District or other Traffic Control Division Districts/Units, to learn the rudiments of traffic control.

TRAFFIC SITUATION ROOM

The Commanding Officer of the Traffic Control Division will be responsible for coordinating the efforts of all Police Department personnel in addressing traffic issues. To assist with this task, the Commanding Officer will have available in proximity to him and his command staff a Traffic Situation Room to help him better organize and facilitate resource deployment. The Room will function 24 hours a day and its staff will be authorized to act during the absence of its Commanding Officer to reassign officers from throughout the Division to address traffic concerns. The staff will gather information provided by police officers, the Department of Transportation's Emergency Response Center, and other sources, thereby enabling the Division to make the most informed decisions concerning the assignment of officers based on currently available data.

The Room will have a phone number that the public may call to report changing traffic conditions.

The Room's staff will develop, collect, and analyze Traffic Intelligence Reports. These documents will allow officers throughout the City to report conditions that have or will have an impact on traffic. Among the typical items to be reported are:

- Construction
- Deteriorating roads
- Expected events (e.g. block closings)
- Chronic congestion
- Damaged highway attenuators
- Pot holes that impede traffic
- Locations where traffic reengineering may be required;
- Any other recommendation that may improve traffic flow.

Copies of these Intelligence Reports will be forwarded by the Traffic Situation Room staff to the Department of Transportation in order to supplement their intelligence gathering efforts.

The operational commander at the Traffic Situation Room will alert patrol supervisors, Duty Captains and higher ranking officers to mobilize personnel when necessary to address traffic situations.

The Traffic Situation Room staff will notify the Chief of Department's Operations Division, which coordinates all Police Department activities, of extreme traffic congestion instances.

SPECIAL EVENTS UNIT

The Special Events Unit will plan and coordinate the traffic function at all major events. The Unit's goal will be to provide maximum efficiency with minimum resources. Specifically, it will:

Plan traffic control for major events;

Act as liaison between the Traffic Control Division and all other Police Department Units;

Coordinate efforts with the Department of Transportation, and other City, State, and Federal Agencies;

Confer with members of the business/residential community;

Establish emergency routes to hospitals;

Conduct post event assessments to determine what steps will improve traffic conditions at future events.

The Unit will work closely with the Mayor's Office of Special Projects and Community Events, the Department of Transportation, patrol boroughs, and other major units throughout the Police Department to ensure that traffic issues receive appropriate consideration in Citywide planning.

During major events, the Unit will ensure that a member of the Traffic Control Division is assigned to the Police Department's Command and Control Center.

The Unit will work particularly closely with members of the Aviation Unit and the Mounted Unit to ensure that the resources of these two Special Operations Division Units are carefully coordinated and used appropriately.

SURFACE TRANSPORTATION ENFORCEMENT DISTRICT

The Surface Transportation Enforcement District will be fully dedicated to ensuring that public surface transportation is provided safely. The District will consist of a Taxi Unit and a Bus Unit. These units will enforce laws concerning taxis, liveries, vans and buses.

Taxi Unit

The Taxi Unit will ensure that medallion taxicabs conform to all appropriate regulations and laws. Members of the Taxi Unit will:

Enforce Taxi and Limousine Commission Regulations;

Follow up on complaints from the public;

Conduct field inspections of meters;

Enforce Vehicle and Traffic Laws.

Particular attention will be paid to taxicabs that obstruct bus stops, obstruct traffic in the middle of roadways, and turn from non-turning lanes, thereby impeding traffic and in some cases creating hazards.

Taxi Unit members will regularly confer with the Street Crime Unit concerning trends in taxi robberies.

All Taxi Unit members will be trained by the Taxi and Limousine Commission. In addition to Vehicle and Traffic Law summonses, trained officers will be authorized to issue TLC summonses which will be returnable to the Taxi and Limousine Commission for hearings to be conducted by Administrative Law Judges.

Bus Unit

The Bus Unit will ensure the safety of riders on the City's buses. The Unit will identify bus routes where crime or disorder most often occur and assign officers in uniform to patrol the routes and ride on selected buses. The Bus Unit will respond to complaints from the Transit Authority and the public.

Particular attention will be given by the Bus Unit to those routes travelled by large numbers of youths. The officers will work closely with school officials to identify those routes which are most appropriate for coverage.

Officers will also ride on buses, exit them when they observe traffic parked or standing in bus stops or lanes, take corrective action, and then board the next bus. Other members of the Bus Unit will support officers riding in buses by patrolling in cars and issuing summonses to the operators of automobiles that drive in restricted bus lanes.

The Bus Unit will enforce regulations pertaining to illegal vans that function on bus routes which not only deprive the Transit Authority of revenue, but cause traffic congestion by obstructing traffic.

Bus Unit personnel will also assist the Taxi and Limousine Commission in their enforcement efforts against illegal livery cabs, especially those on bus routes.

THE MOVIE AND TV UNIT

The Movie and TV Unit was formed in 1973 to assist the film industry, assure compliance with permits, and reduce inconvenience to the general public by rerouting and expediting the flow of traffic at filming locations. The unit works closely with the Mayor's Office for Film, Theater, and Broadcasting.

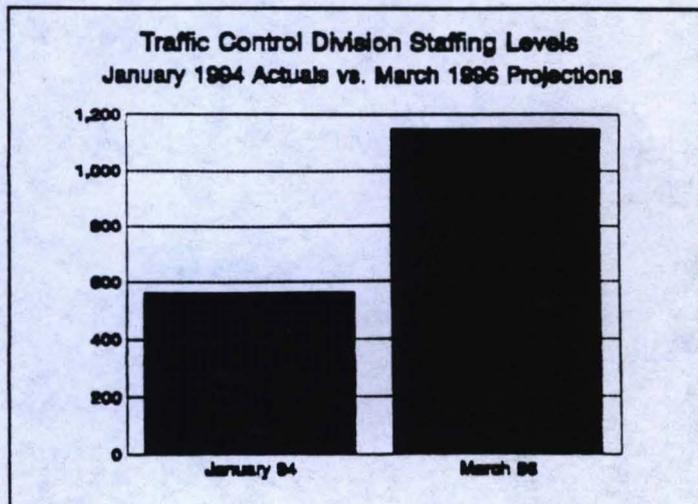
Under the Traffic Control Division, the Movie and TV Unit will continue in its present function. Its staff will work closely with members of patrol precincts to address the concerns of the film industry and the communities where filming is occurring. When appropriate, other resources of the Traffic Control Division will be assigned to filming locations to assist in establishing a smooth flow of traffic.

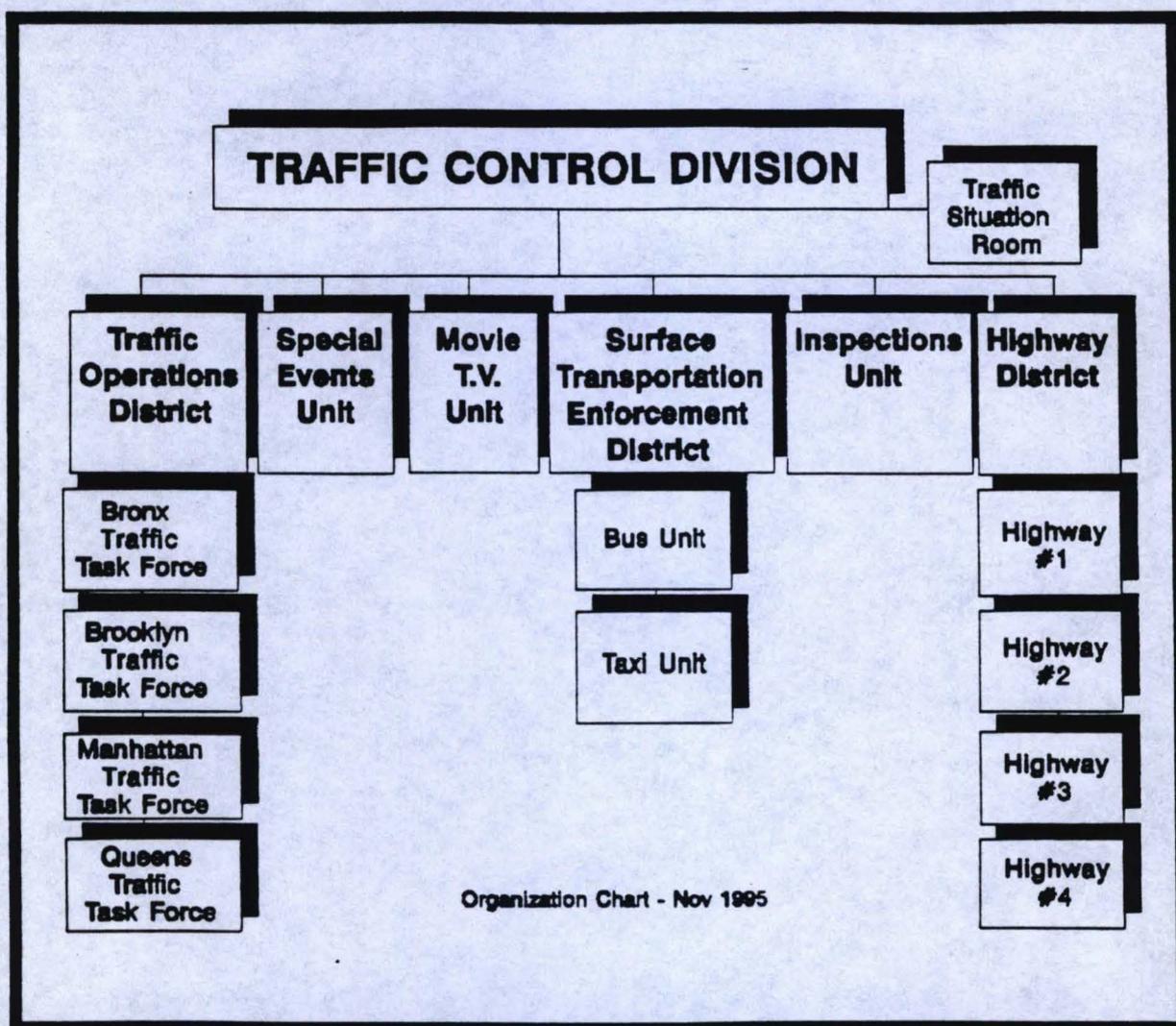
STAFFING OF THE TRAFFIC CONTROL DIVISION

In order for the Police Department's traffic control strategy to be successful, additional officers will be assigned in phases to the Traffic Control Division. By March 18, 1996, the staffing of the Division will be as follows:

	January 1994	March 1996
Traffic Control Division	0	48
(Former) Traffic Division	18	0
Traffic Operations District	85	457
Highway District	52	60
Highway Unit #1	115	133
Highway Unit #2	96	113
Highway Unit #3	106	133
Highway Unit #4	0	46
Surface Transportation Enforcement District		
Bus Unit	65	68
Taxi Unit	0	59
Movie/T.V. Unit	23	34

The Staten Island Highway Unit will remain under the command of the Staten Island Borough Commander. The Traffic Control Division will assist the Staten Island Borough Commander during special events and emergencies.





Patrol Borough Staten Island will continue to maintain its own Highway Unit under the jurisdiction of the Staten Island Borough Commander. The Traffic Control Division will assist at major events and emergencies.

**PARTICIPATION BY OTHER POLICE
DEPARTMENT UNITS**

The Police Department's strategy to reclaim the roads of the City will only be successful if every patrol unit, regardless of their primary assignment, is dedicated to the strategy's implementation. The Special Operations Division will have important duties in this regard because of the unique skills and tactical advantage that the members of the Mounted and Aviation Units possess. In the section that follows, their role and the roles of patrol precincts will be discussed.

SPECIAL OPERATIONS DIVISION

MOUNTED UNIT

The Mounted Unit, composed of six troops, is assigned as follows:

Troop A	Manhattan
Troop B	Manhattan
Troop D	Bronx
Troop E	Brooklyn
Troop F	Queens
Troop G	Queens

One of the Mounted Unit's primary functions, as it was before 1964, will be to expedite the movement of traffic especially during peak flow periods. Towards this end, officers, assigned to the Mounted Unit, will receive special training in traffic control.

While they will not hesitate to issue summonses to vehicles that obstruct traffic, the officers are expected, through their presence, to create an environment where motorists will conform to the traffic regulations. The Mounted Unit officers will have "ownership" of a particular area, and similar to officers within the Traffic Operations District, they will be held accountable for the traffic conditions within their designated area.

During peak traffic congestion times, officers will have zero tolerance for:

- Double Parking**
- Obstructing Bus Stops**
- Intersection Spillback**
- Unauthorized construction site traffic interference**

Officers also will concentrate their efforts toward any parking condition that obstructs pedestrian traffic.

Officers in these task forces will be alert to and take appropriate action concerning quality of life conditions. Particular attention will be given to:

- | | | | |
|---|--------------------------|---|-------------------------------|
| o | Horn Noise | o | "Boombox Cars" |
| o | "Boomboxes" | o | Loud Motorcycles |
| o | Car Alarms | o | Graffiti |
| o | Illegal Dumping | o | Illegal Peddlers |
| o | Squeegee Cleaners | o | Aggressive Panhandling |

A recommended career path for officers who wish to be assigned to the Mounted Unit will be to work first in the Traffic Control Division, where the officers will learn the rudiments of traffic control.

AVIATION UNIT

The Aviation Unit will assign a helicopter to survey roads and bridges during peak traffic hours and report congestion or unusual conditions to the Traffic Situation Room. The helicopter's officers will recommend locations where the redeployment of officers will improve the flow of traffic. The crew will also recommend alternate routes to which traffic may be detoured.

PATROL PRECINCTS

The involvement of every patrol officer is of paramount importance in this Police Department strategy. To the extent that it would be impossible to reduce serious crime and address quality of life conditions without the commitment of the entire patrol force, so too, the resources of the Patrol Services Bureau must be committed to traffic control if this strategy is to be successful.

To accomplish this goal, each precinct will be responsible for the creation of a Precinct Traffic Control Plan. These plans will identify existing and potential traffic problems within each command and will propose solutions or strategies to deal with them. The plans will be maintained at the precinct desk, the patrol supervisor's auto, and be regularly reviewed. Precinct Commanders will be held accountable for the accuracy and effectiveness of their plans, and they will ensure that their subordinate supervisors are fully cognizant of the plan's content.

The Traffic Control Division, with the assistance of the Department of Transportation, will review each plan to ensure that it includes:

- ° A Precinct Traffic Profile in which major intersections/roadways that experience traffic congestion are identified and plans for dealing with traffic congestion are established;
- ° A traffic congestion reaction component that establishes a protocol for precinct supervisors to follow in any case of major traffic congestion;
- ° A plan to keep police officers aware of the most dangerous intersections on their posts and steps that may be taken to reduce accidents;
- ° The locations that experience the largest number of traffic accidents and policies to reduce accidents, including strict enforcement of traffic regulations;
- ° A plan to respond to major traffic congestion affecting highways, bridges, and tunnels;
- ° Transportation terminals and plans to avoid congestion at these locations;

- ② **Snow emergency routes. Procedures should be established for clearing these emergency routes, when required;**
- ② **Areas prone to flooding and plans to divert traffic from these areas;**
- ② **Truck routes and routes that exclude trucks;**
- ② **Hospitals with emergency rooms and routes to them;**
- ② **A plan to address an electrical power outage with attention to traffic intersections;**
- ② **The identification of locations with long term road construction and plans to address the flow of traffic in those areas;**
- ② **The designation of sergeants and police officers who will become familiar with laws and regulations concerning construction sites;**
- ② **Use of Auxilliary Police Officers, all of whom will be trained in traffic control;**
- ② **A protocol for desk officers to follow to notify the Traffic Control Division of major accidents or unexpected congestion.**

Precinct Commanders will ensure that each member of their command understands that traffic control is the responsibility of every uniformed police officer irrespective of his or her daily assignment. Similar to officers in the Traffic Operations District, precinct officers will come to understand that they have "ownership" of the traffic problems in their sector or on their post.

Supervisors must also know that they are responsible for traffic flow and should not hesitate to use all Department resources, including mobilizations, to address traffic emergencies.

Precinct highway safety officers will maintain a liaison with the Traffic Control Division and will be responsible for reviewing and forwarding Traffic Intelligence Reports. Highway Safety officers will also frequently confer with the precinct's school crossing guard coordinator in order to address traffic safety concerns in the vicinity of schools.

Precincts will implement a policy of zero tolerance during peak traffic congestion times for:

**Double Parking
Obstructing Bus Stops
Intersection Spillback
Unauthorized construction site traffic interference**

Officers also will concentrate their efforts toward red light enforcement, parking conditions that obstruct pedestrian traffic, and offenses that involve the unnecessary use of horns by motorists.

Precinct Commanders will be held accountable to properly address traffic congestion within their commands and will ensure that the Department's zero tolerance policy for selected traffic offenses is enforced.

The Chief of Department and the Chief of Patrol will co-chair triannual traffic strategy meetings with all Patrol Boroughs to review each precinct's accomplishments in implementing the traffic strategy.

Borough Commanders will consider the degree to which a precinct commander is successful in complying with this Department Strategy when preparing annual evaluations and making recommendations for promotion.

TRAINING

The Police Department will improve and increase the level of training for members of the Department from recruits to executives. The Traffic Control Division will provide specific direction concerning the required training and it will be incumbent upon the Police Academy to provide that level of training which will allow all Department members assigned to patrol to meaningfully contribute to the goals set forth in this document.

The Police Academy's Recruit Training Section will substantially increase the amount of instruction provided to new officers. Recruits will be assigned to the field to gain realistic training in directing traffic at intersections and at automobile accident locations. Veteran officers will be instructed through precinct level training and training films.

All officers assigned to patrol will receive the most up-to-date information and relevant training in the following areas:

- o Identification of intoxicated drivers;
- o Laws related to suspended/revoked licenses;
- o New York State's Vehicle and Traffic Law;
- o New York City Parking Rules and Regulations;
- o New York City Administrative Code;
- o Laws concerning bicyclists and pedestrians.

Training specifically aimed at hands-on traffic control will include the following:

- o Methods of directing traffic;
- o Use of hand signals;
- o Proper positioning of the body;
- o Proper use of the whistle;
- o How to control an intersection;
- o Detouring traffic in emergencies;
- o Handling accidents;
- o Controlling pedestrian traffic.

In addition to the training received by all officers assigned to patrol, officers assigned to the Traffic Control Division will receive training from the Taxi and Limousine Commission and the Department of Transportation. Specific training will be given regarding applicable laws and regulations that affect taxi drivers and their vehicles. Department of Transportation training will concern laws and regulations that relate to construction on or near roadways.

In order to improve the Department's success in apprehending the drivers of stolen automobiles, extensive training will be made available to members of the Highway District in the use of the LoJack stolen auto tracking and recovery system.

Officers assigned to the Manhattan Traffic Task Force will receive training concerning horse drawn carriages.

Highway officers will continue to receive training in advanced accident investigation techniques and in dealing with hazardous materials.

Officers assigned to the Traffic Control Division will also be available to assist precinct commanders in training their officers.

The Northwestern University Traffic Institute, after studying the City's traffic congestion on-site, has created a course titled "Traffic Management Seminar for the City of New York." This course will be attended by senior ranking members of the Traffic Control Division and the Department of Transportation.

Hunter College's Urban Research Center is also providing assistance in identifying training needs.

BUILDING PARTNERSHIPS

The success of the Police Department's efforts in reclaiming the City's roads can only occur through the building of partnerships with other government agencies, police departments, community organizations, the business community, and traffic related organizations.

GOVERNMENT AGENCIES

The Traffic Control Division and the Department of Transportation will work in close consultation with the Mayor's staff, who will coordinate the activities among other City agencies in order to forward the goals of this traffic strategy. The Traffic Control Division will have frequent contact with the Mayor's Office of Street Activities; the Mayor's Office for Film, Theater, and Broadcasting; the Mayor's Community Assistance Unit; and other Mayoral Offices. Working in conjunction with these offices, the Police Department will be able to more effectively reduce traffic congestion.

The Traffic Control Division will continue to coordinate with executive staff members of the Fire Department and the Emergency Medical Services to ensure that the concerns of these two emergency response agencies are addressed by the Police Department. The Traffic Control Division will continually seek to assist these agencies and critique major events to continually improve emergency response time within the City. A goal of these meetings will be to ensure that police vehicles, fire trucks, and ambulances do not exacerbate traffic congestion at emergency scenes.

The Traffic Control Division will also meet with the Department of Sanitation to address any concerns that the agency might have regarding traffic and the safety of their personnel. Methods by which the Department of Sanitation may minimize traffic interruption will also be explored.

The Traffic Control Division will meet frequently with executives from the Taxi and Limousine Commission in order to better coordinate enforcement efforts.

The Traffic Control Division will coordinate efforts with the Department of Buildings to ensure that the construction under their jurisdiction has minimal impact on traffic flow.

The Division will meet regularly with the Triborough Bridge and Tunnel Authority, and the Port Authority of New York and New Jersey, in order to better coordinate traffic flow at toll bridges and tunnels.

POLICE DEPARTMENTS

The Traffic Control Division will work closely with the New York State Police, Port Authority Police, Nassau County Police, and the Yonkers Police to establish a coordinated effort to address traffic concerns. The Division will also work with the New Jersey State Police, the Fort Lee Police, the Jersey City Police, and the Weehawken Police to deal with issues that relate to the flow of traffic between the two states.

COMMUNITY ORGANIZATIONS

The staff of the Traffic Control Division and Precinct Commanders will confer with Community Boards and local community organizations concerning the flow of traffic, the need for increased enforcement, and traffic engineering concerns.

The Police Department will review recommendations received from community organizations, address those that are within its jurisdiction, and forward to the Department of Transportation those recommendations that are within their purview.

BUSINESS COMMUNITY

The efficient flow of traffic within New York City is critical to the success of business and the economic growth of the City and region. In order to ensure that the traffic concerns of business are adequately addressed, members of the Traffic Control Division will meet regularly with the business community. Frequent meetings will be held with utility companies that regularly make repairs on roadways.

The goal of these meetings will be to solicit the ideas of the business community and to determine steps that will be taken to improve the flow of traffic, while at the same time increasing commerce. These meetings will help keep the business community aware of the progress of the initiatives established through this traffic strategy.

TRAFFIC RELATED ORGANIZATIONS

The Traffic Control Division will work as a fully accredited member of the Midtown Manhattan Mobility Task Force, a consortium of concerned citizens and traffic practitioners who are studying Midtown Manhattan traffic issues and are making recommendations to improve the flow of traffic.

The Division will further work with local traffic reporting services, such as Trans Com, Metro and Shadow Traffic, in order to provide an exchange of current traffic information that may be disseminated to the public and used by the Police Department and the Department of Transportation to correct traffic conditions.

A liaison will be maintained with the Automobile Club of New York, the New York Metropolitan Transportation Council, and the National Safety Council to discuss mutual concerns relating to traffic and safety.

PUBLIC EDUCATION

The goal of Police Department Strategy # 8 "Reclaiming the Roads of New York" is to expedite the flow of traffic and ensure the safety of pedestrians and motorists. Although police officers will aggressively pursue and summons or arrest violators of the traffic laws, the Department intends and prefers to obtain compliance through education and the commitment of every New Yorker to improve traffic conditions.

In order for this strategy to succeed, the full cooperation of every motorist, pedestrian, and cyclist will be required. The aim of this policy is not only to have motorists adhere to the law, but to be courteous to their fellow drivers, pedestrians, and cyclists. To create an environment that promotes this courtesy, the Police Department and the Department of Transportation will strive to educate the public concerning traffic laws and safety.

The Mayor's Office and other agencies will participate in the education of the public. The Deputy Commissioner, Public Information for the Police Department will work closely with the news media in disseminating important information. Other resources that will be used include:

- Mayor's radio program;**
- The use of public services announcements;**
- Signs on buses;**
- New signs at intersections;**
- Community Newspapers.**

Precinct Commanders will work with all local community organizations and school representatives to further educate the public.

EVALUATION

The Police Department will evaluate the success of the traffic strategy six months after full implementation. A report on its impact will be submitted to the Mayor, with recommendations for strategic and operational adjustments as required.

CONCLUSION

Through the implementation of this strategy, the Police Department, working with the Department of Transportation, will achieve the Mayor's goal: "Reclaiming the Roads of New York City." It is the intent of this strategy to make the City's roads safer for the motoring public and pedestrians, to reduce pollution from automobile emissions, and to expedite the flow of traffic throughout the City.

The strategy's success will require the concerted effort of many government agencies, businesses, and community groups. Most importantly, it will require the cooperation and support of every New Yorker in supporting its initiatives and goals for the benefit of all.

