

# Does the New York City Police Department Rely on Quotas?

Jonathan Auerbach

StanCon

1/10/2018

# Secret Tape Has Police Pressing Ticket Quotas

The New York Times

By [AL BAKER](#) and [RAY RIVERA](#)

Published: September 9, 2010

# Bloomberg to Paterson: Please Let Us Keep Our NYPD Quotas

the village **VOICE**

by [GRAHAM RAYMAN](#)

SEPTEMBER 29, 2010

## World Trade Center command's top cop accused of pushing ticket quotas and racism in lawsuit

KEVIN DEUTSCH

DAILY NEWS STAFF WRITER

Thursday, September 1,  
2011, 4:00 AM

DAILY  NEWS

## Precinct commander Peter Bartoszek, at odds with cops over allegations of quota-based policing, gets transferred

ROCCO PARASCANDOLA

NEW YORK DAILY NEWS

Wednesday, May 23, 2012,  
3:00 AM

DAILY  NEWS

# Police Quotas Are Terrible, And The NYPD Still Seems To Be Using Them



By Christopher Mathias

10/02/2014 01:48 pm ET

## Despite Laws And Lawsuits, Quota-Based Policing Lingers Joel Rose

April 4, 2015 · 4:47 AM ET



## NYPD Still Enforces Illegal Quota System, Minority Officers Allege in Lawsuit

By Sarah Wallace

Published at 1:24 PM EST on Feb 25, 2016



## City Agrees To Pay \$56.5 Million To People Written Bogus Tickets By The NYPD

BY NATHAN TEMPEY IN NEWS ON JAN 23, 2017 5:13 PM



## City banks on parking summons revenue while denying ticket quotas

June 12, 2017 | 3:58pm

By Rich Calder and Michael Gartland



## Memorandum of Senator Norman J. Levy

### Traffic Violations, Police Quota Prohibition

S. 8297-B Levy et al Ch. 633

A. 10862-B Schumer

*Labor Law: Add § 215-a; Civil Service Law: § 75-a.* The purpose of this bill is to prevent police officers from being transferred or discriminated against for failing to meet a quota of uniform traffic violations within a period of time which is imposed by his employer. An employee so discriminated against shall be restored to his previous position and be reimbursed for any lost wages resulting from the discrimination provided that he has not since become incapable of performing his duties. The establishment of a ticket quota is declared to be contrary to public policy. An employee who feels he has been discriminated against may file a complaint with the civil service commission which may investigate and rectify the situation.

The police officer as well as the public, need not be put under the pressure of a mandatory ticket quota. Such a policy can only hurt the effectiveness of the police officer in the performance of his other duties while he must give the driving public a rash of summonses to meet the quota. This bill will not prevent the transfer of any police officer for failing to perform his duties as such. It only prohibits the imposition of a ticket quota and any discriminatory practices which may arise therefrom.



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## OPERATIONS ORDER

SUBJECT: <b>POLICE OFFICER PERFORMANCE OBJECTIVES</b>	
DATE ISSUED:	NUMBER:
<b>10-17-11</b>	<b>52</b>

*as written*

- NYPD supervisors to set performance goals
- reviews take place each week, dividing the month into four review periods
- at the end of the month, officers rated **effective** or **ineffective**



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- at the end of the month, officers rated **effective** or **ineffective**

*in practice*

- performance goals are **relative**; officers are evaluated **relative** to peers
- low performing officers are rated ineffective leading to a ticket race ensues
- supervisors control the pace of the race and thus the minimum number required by employees to be considered effective



**UNITED STATES DISTRICT COURT  
SOUTHERN DISTRICT OF NEW YORK**

----- X  
**DAVID FLOYD, LALIT CLARKSON, DEON  
DENNIS, and DAVID OURLICHT, individually and  
on behalf of a class of all others similarly situated,**

**Plaintiffs,**

**- against -**

**THE CITY OF NEW YORK,**

**Defendant.**  
----- X

**SHIRA A. SCHEINDLIN, U.S.D.J.:**

Dated: August 12, 2013  
New York, New York

UNITED STATES DISTRICT COURT  
SOUTHERN DISTRICT OF NEW YORK

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It is difficult to see any difference between a performance goal and a quota if “performance goals” operate as Deputy Commissioner Beirne testified.<sup>274</sup> It is not surprising, then, that since 2010, there have been at least nine grievances filed by police officers against the NYPD alleging adverse employment action as a result of quotas.<sup>275</sup>

**SHIRA A. SCHEINDLIN, U.S.D.J.:**

Dated: August 12, 2013  
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# traffic ticket data should reveal the extent of quota driven behavior

- every summons for a traffic violation issued by an NYPD officer
  - moving and parking violations
  - includes timestamp and id of issuing officer
- every traffic collision reported to the NYPD
  - serves as a baseline for amount of ticketable behavior
    - more cars, more crashes
  - includes timestamp
- this presentation limited to Police Precinct 81 in 2014 and 2015

Figure 1.1:  
the ticketing rate increases six percent over the month ...

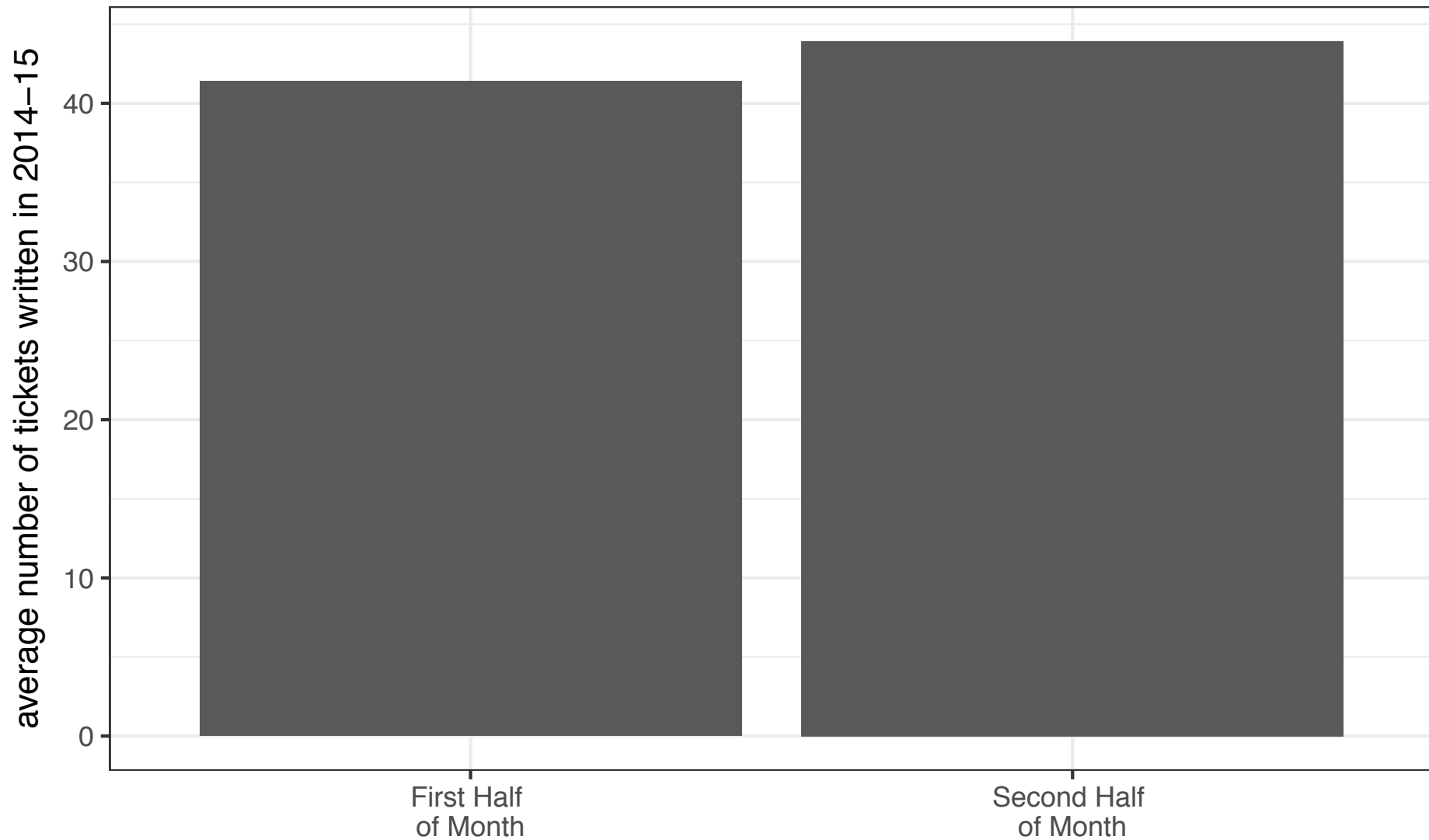




Figure 1.2:  
...while the number of collisions remains unchanged

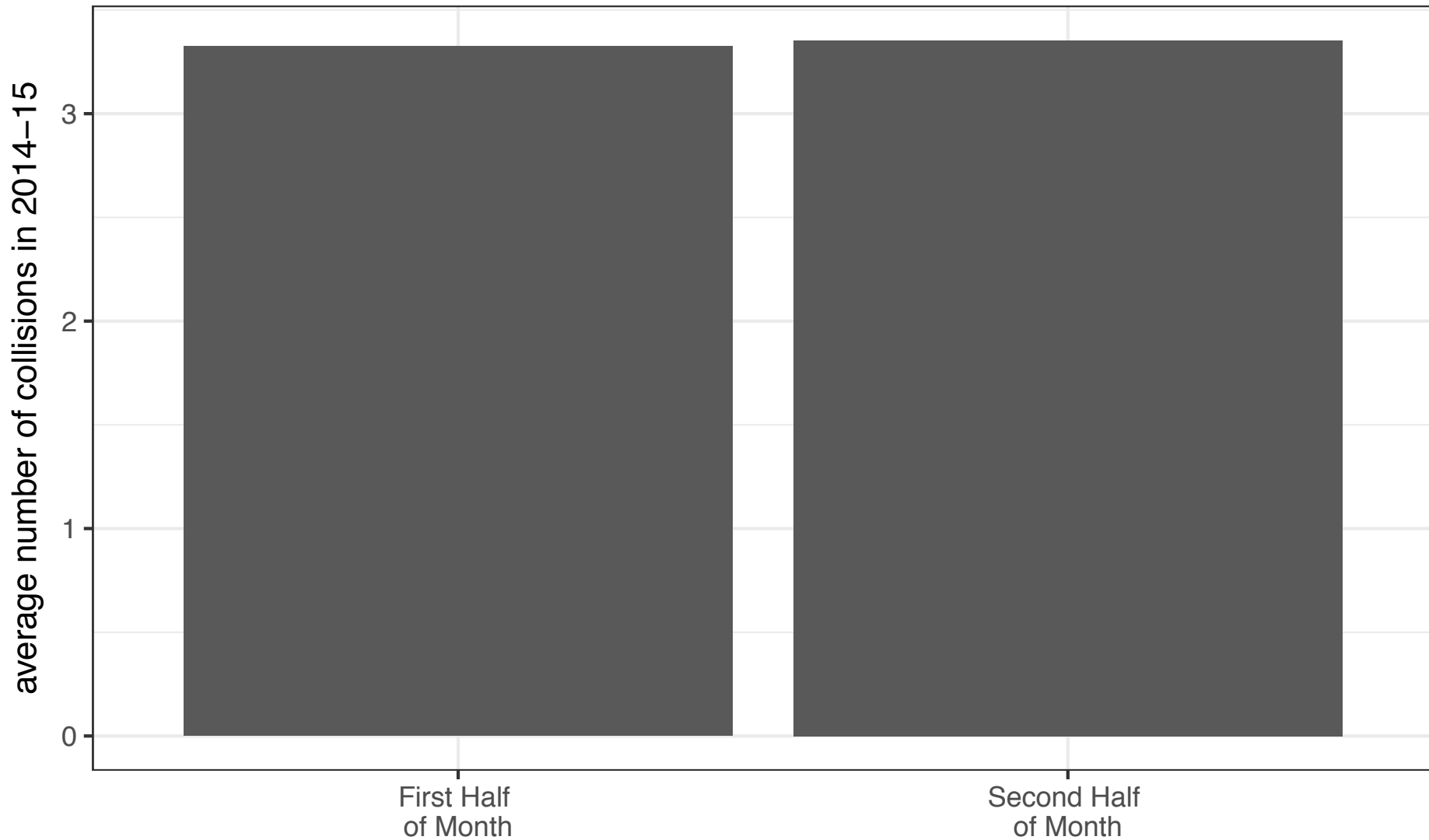


Figure 1.3:

officers behind their peers account for the entire increase in the number of tickets written in the second half of the month ...

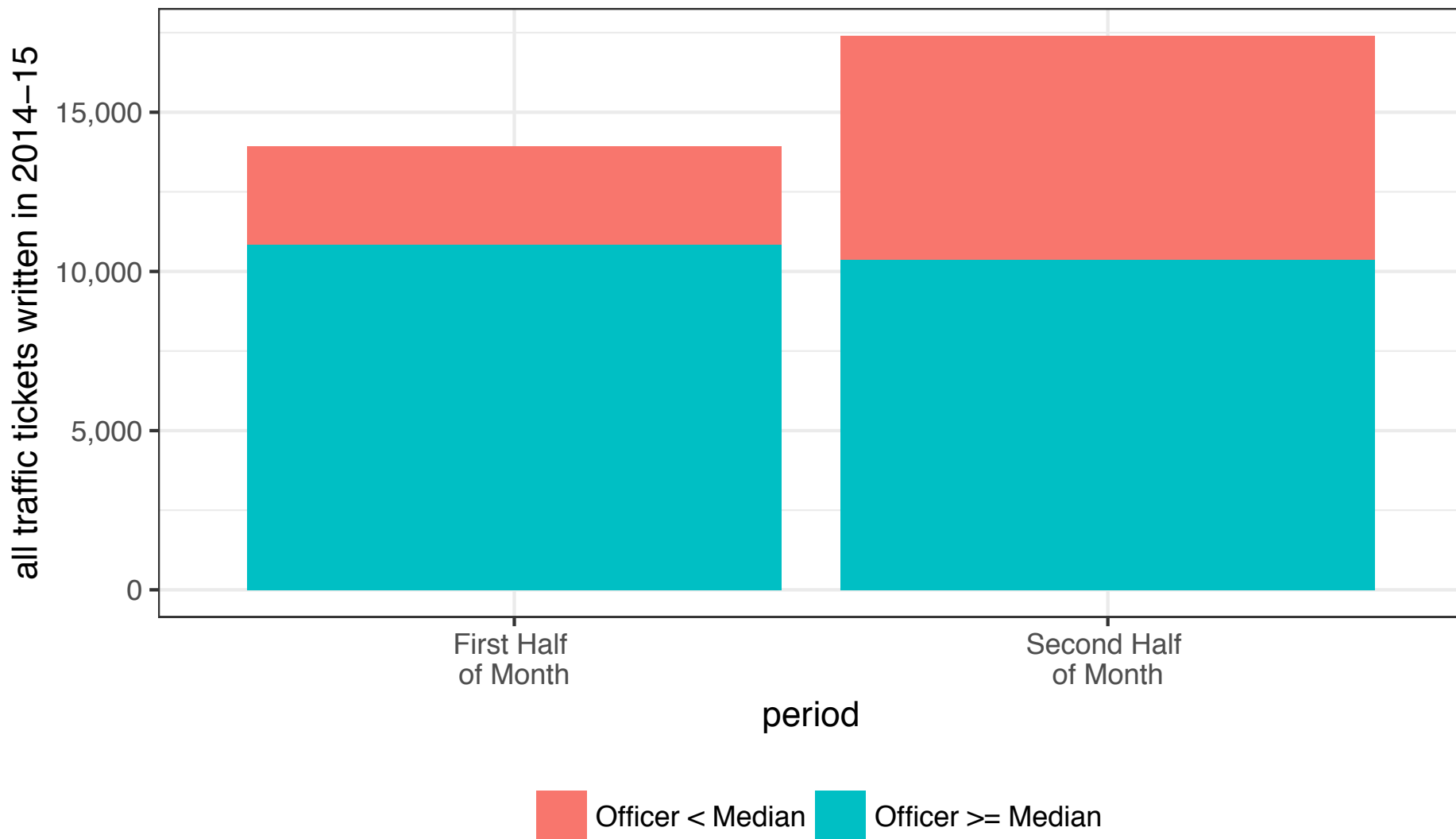


Figure 1.4:

... but it is officers ahead of their peers that are drastically reducing their ticket writing rate

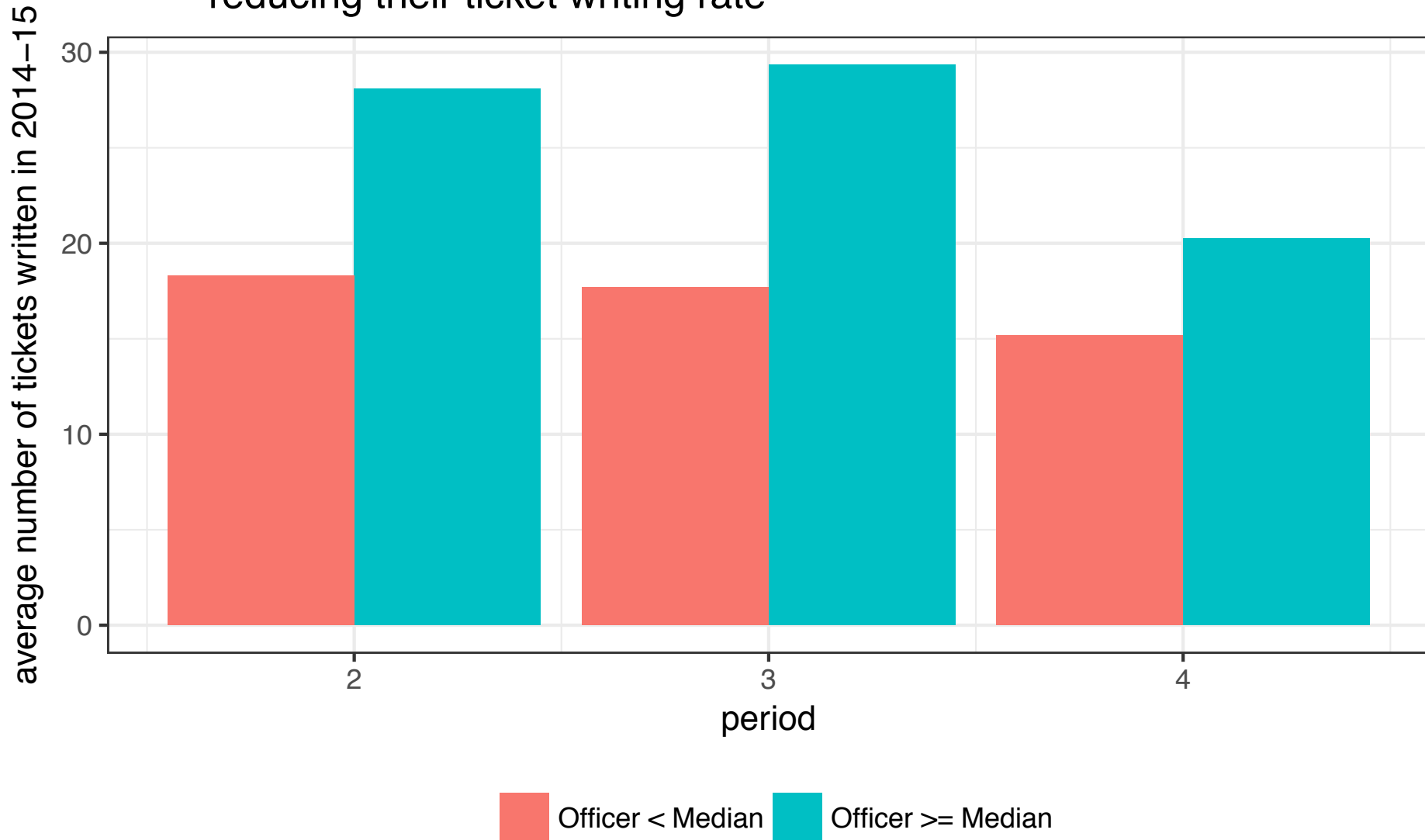


Figure 1.5:  
the rate officers write tickets has a heavy tail

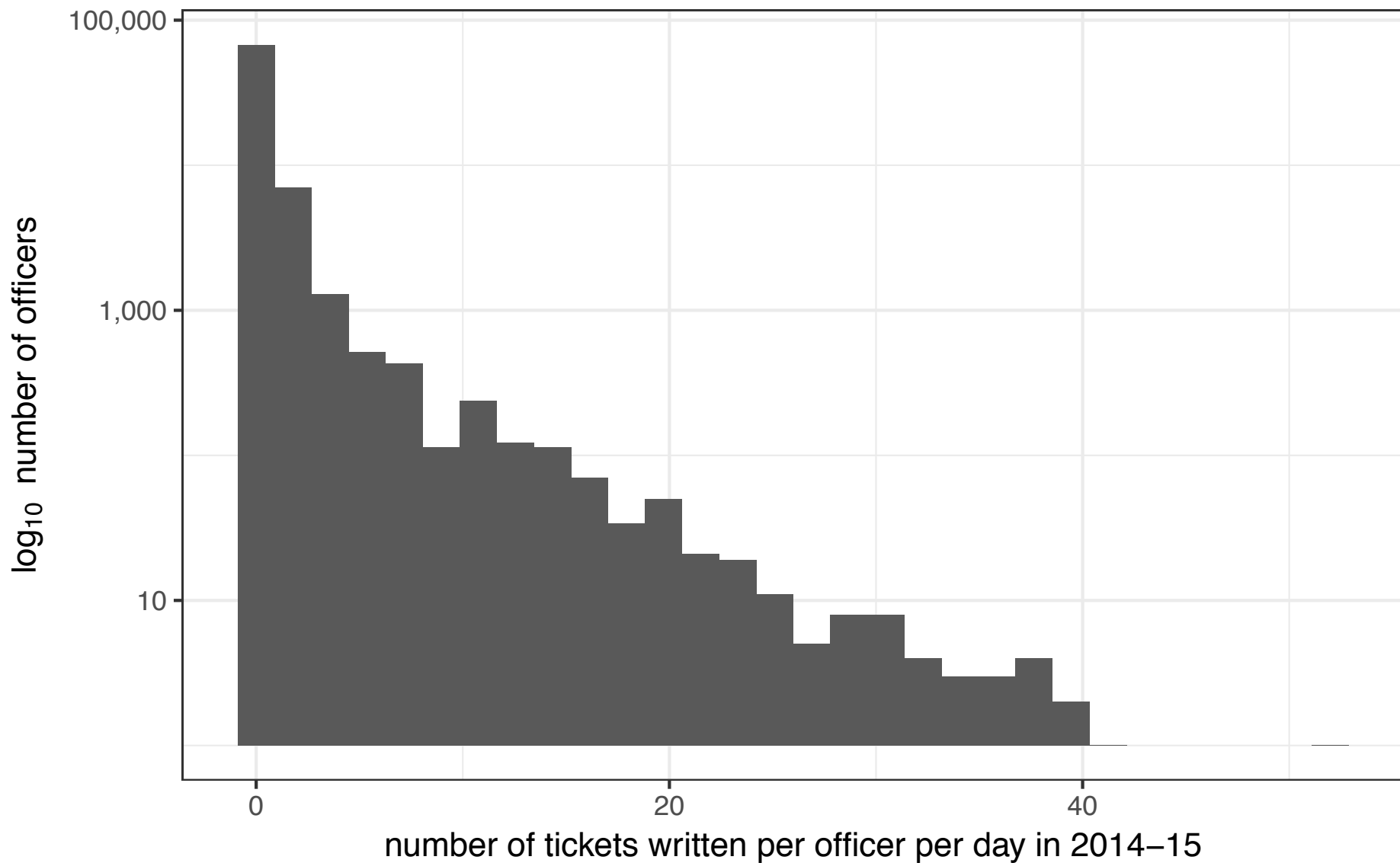
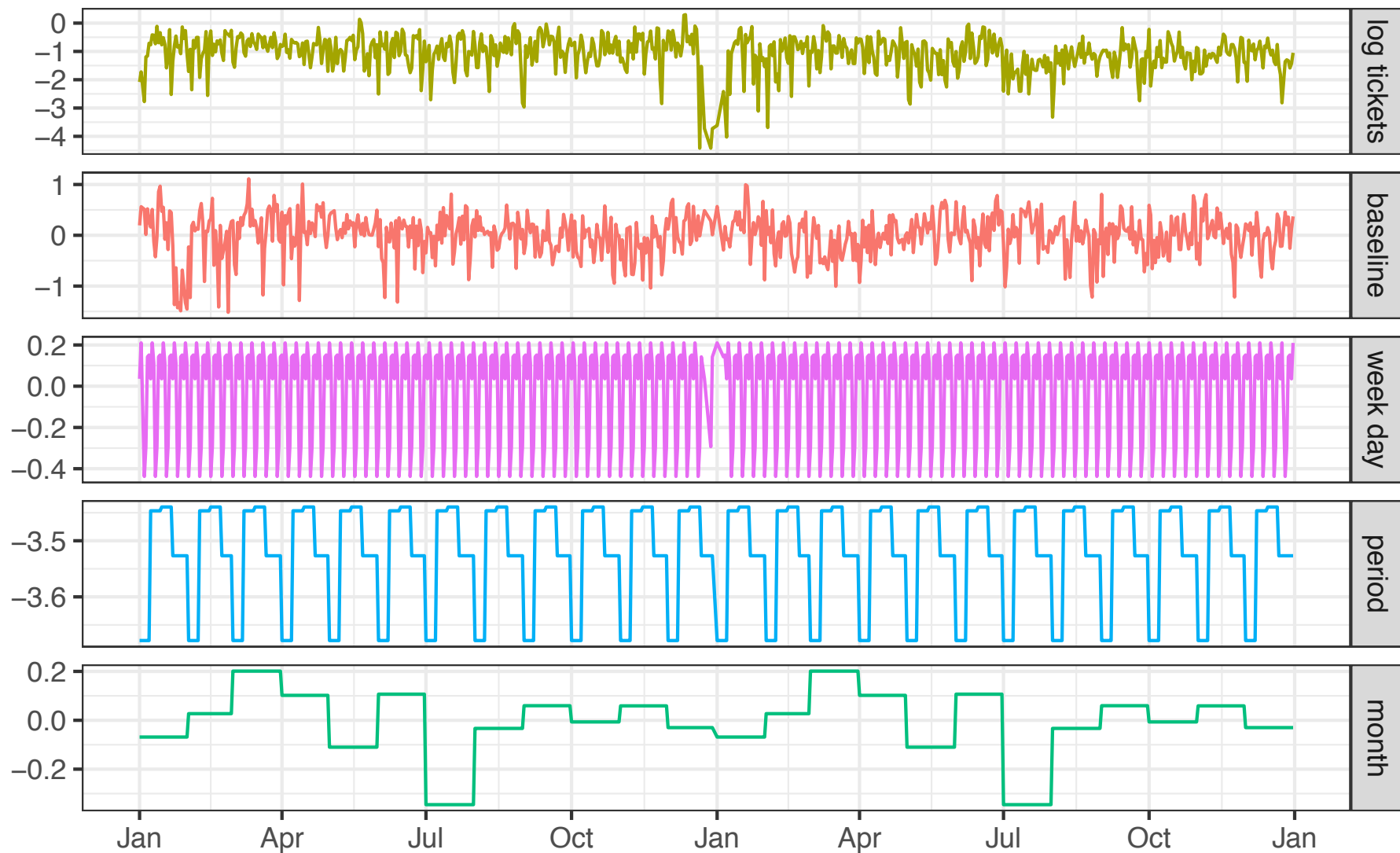




Figure 2:  
decomposition of log ticket rate implied by model



$$y_{od} \sim \text{Poisson}(\exp\{\beta_o + \beta_w + \beta_p + \beta_h + \beta_m + \sigma_\epsilon \epsilon_d\})$$

$$z_d \sim \text{Poisson}(\exp\{\beta_0 + \sigma_0 \epsilon_d\})$$

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$$\uparrow z_d \sim \text{Poisson}(\exp\{\beta_0 + \sigma_0 \epsilon_d\})$$



daily number of traffic collisions



daily number of traffic tickets per officer

**DATA**

**PARAMETERS**

officer effect

day of week effect

period effect

holiday effect

month effect

baseline

$$y_{od} \sim \text{Poisson}(\exp\{\beta_o + \beta_w + \beta_p + \beta_h + \beta_m + \sigma_\epsilon \epsilon_d\})$$

$$z_d \sim \text{Poisson}(\exp\{\beta_0 + \sigma_0 \epsilon_d\})$$

daily number of traffic collisions

daily number of traffic tickets per officer

**DATA**



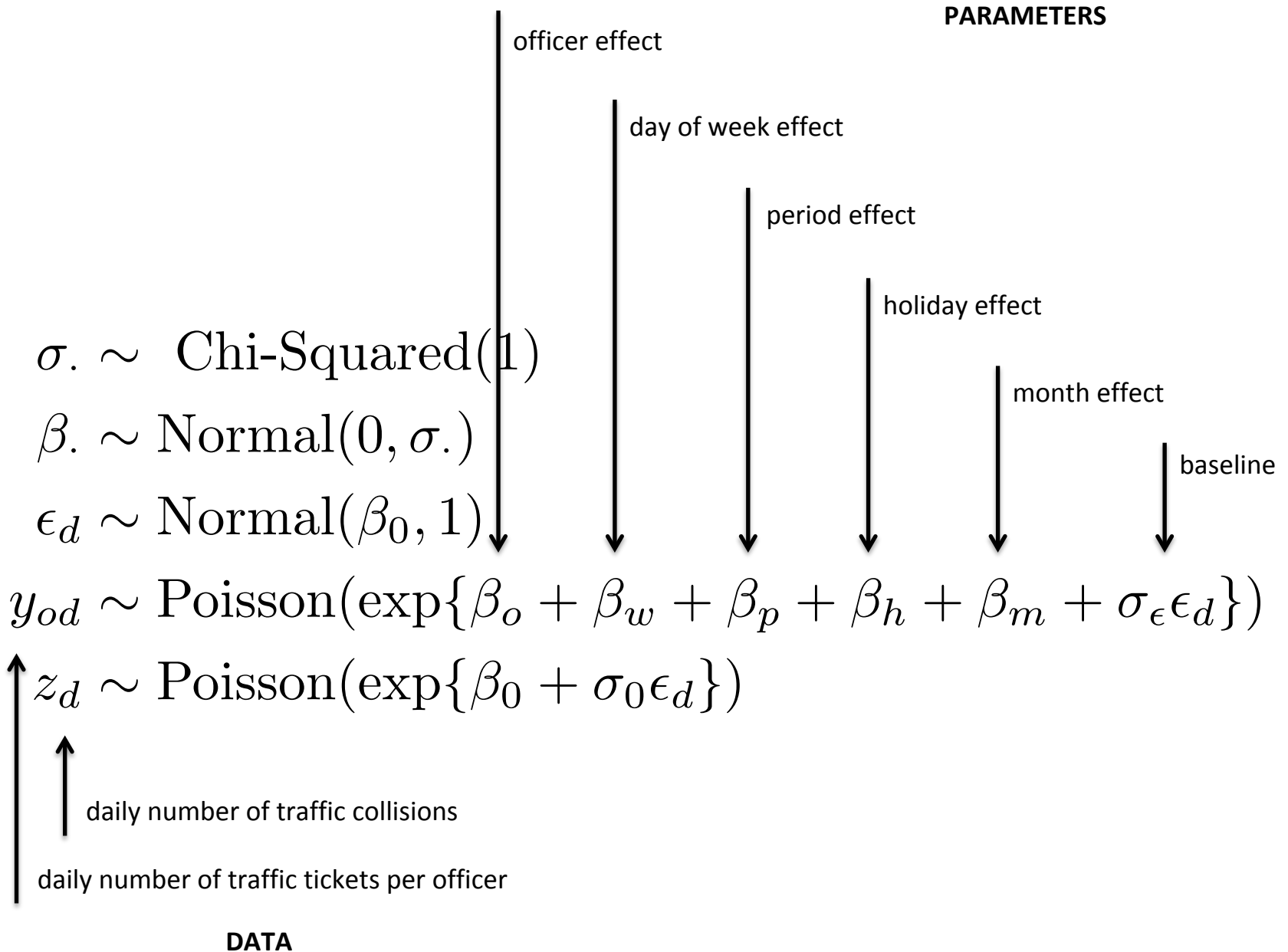


Figure 3.1:  
distribution of officer effects in Precinct 81

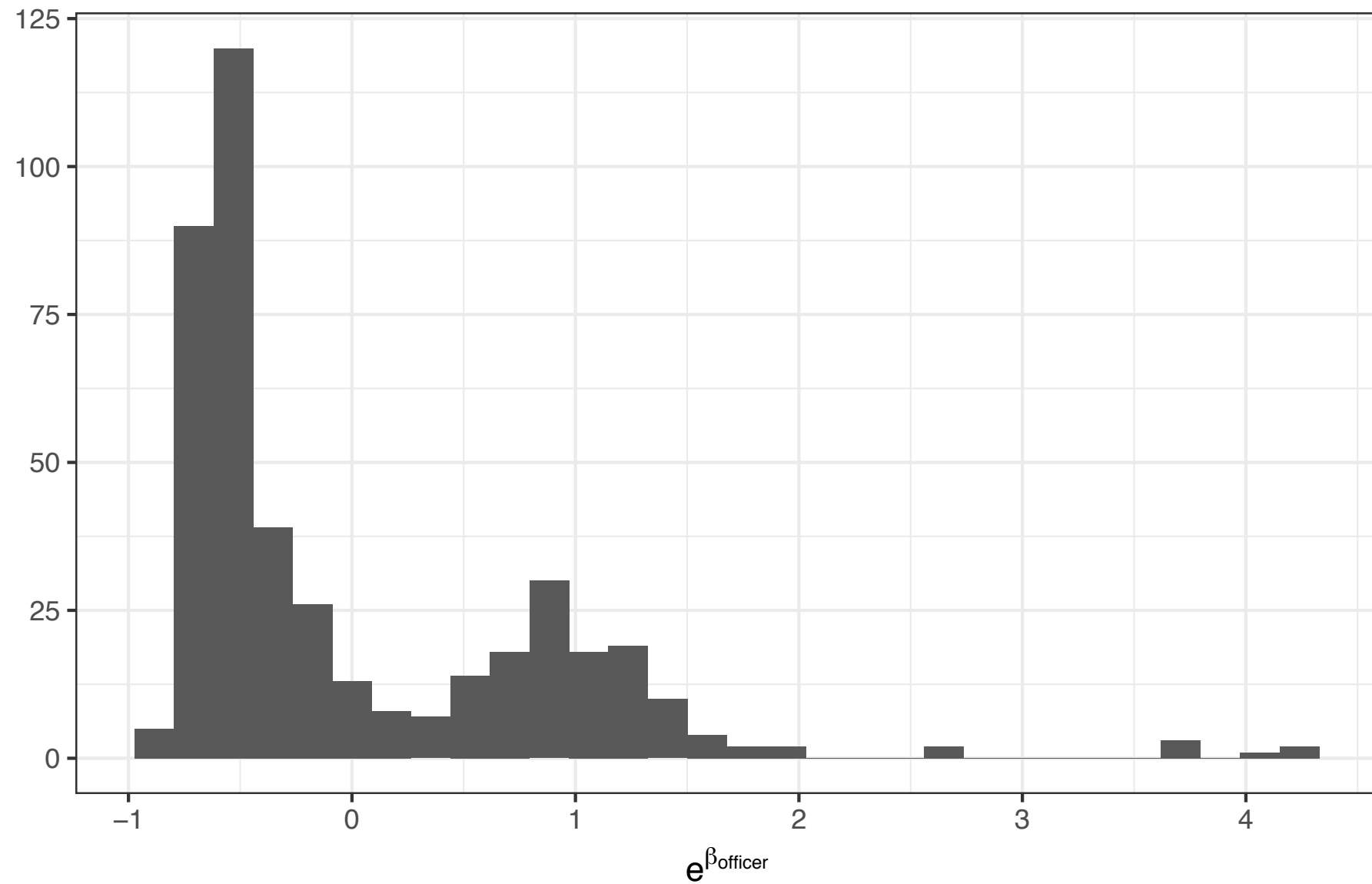


Figure 3.2:  
day of week effects in Precinct 81

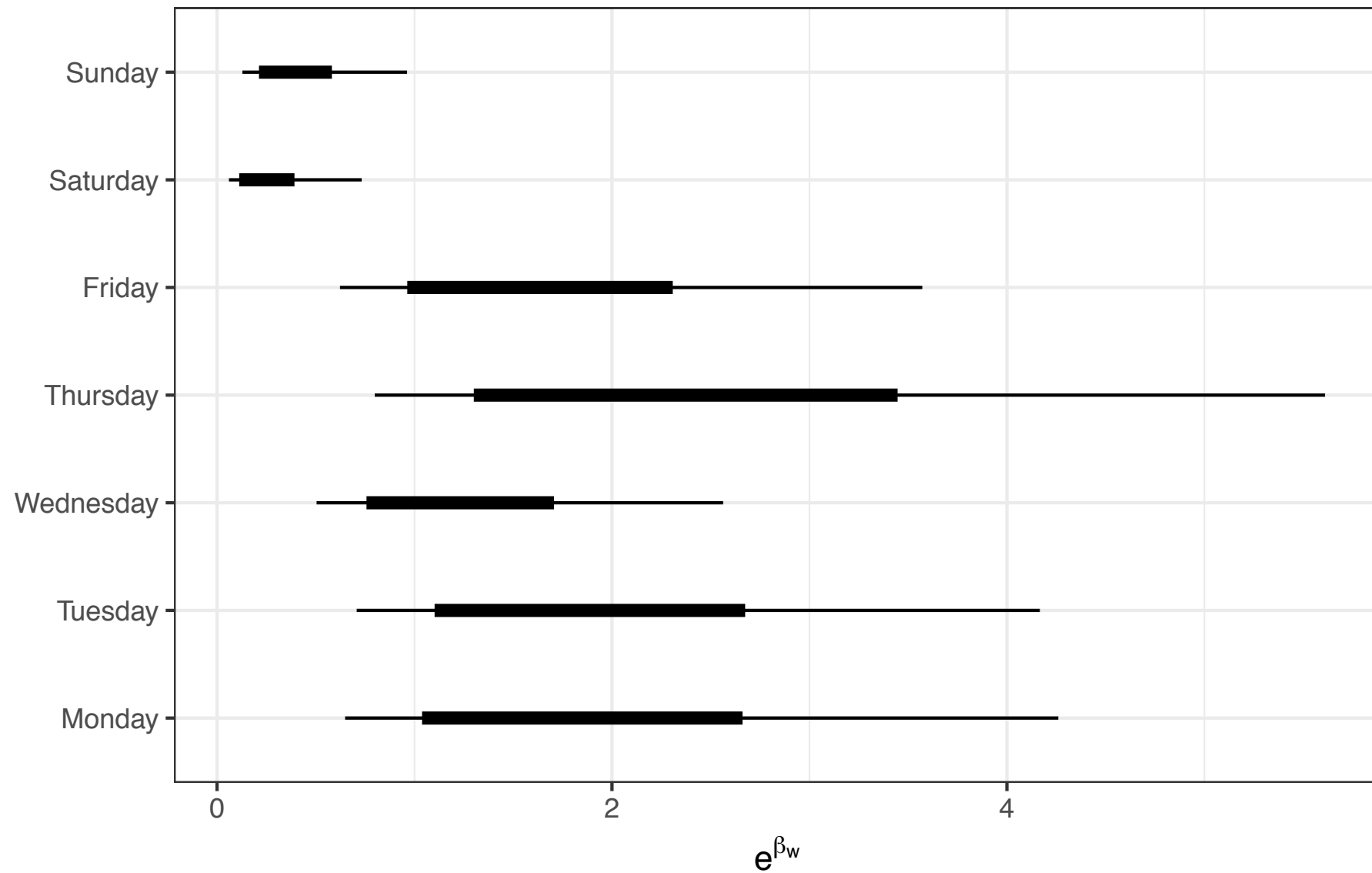


Figure 3.3:  
period effects in Precinct 81

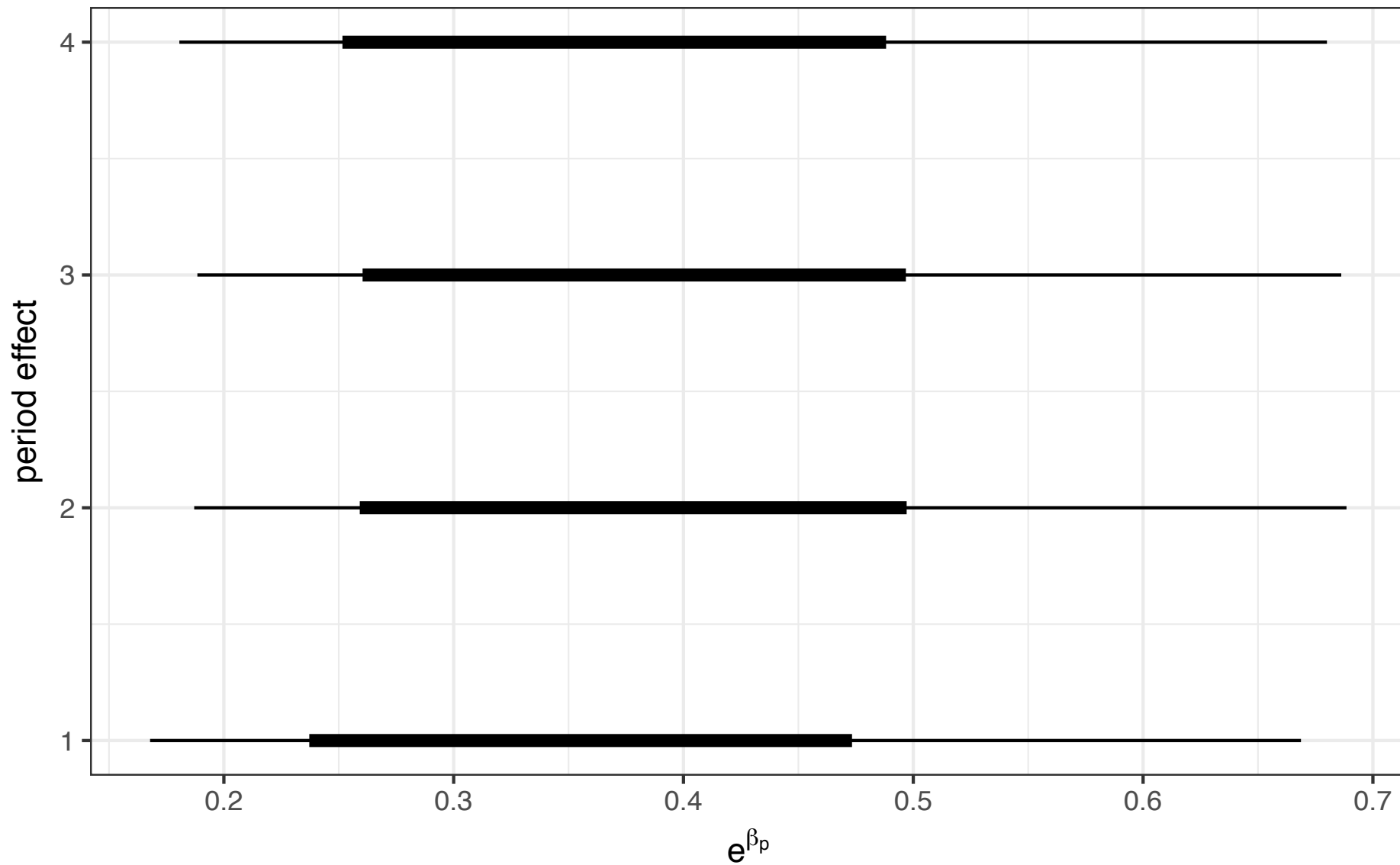


Figure 3.4:  
holiday effects in Precinct 81

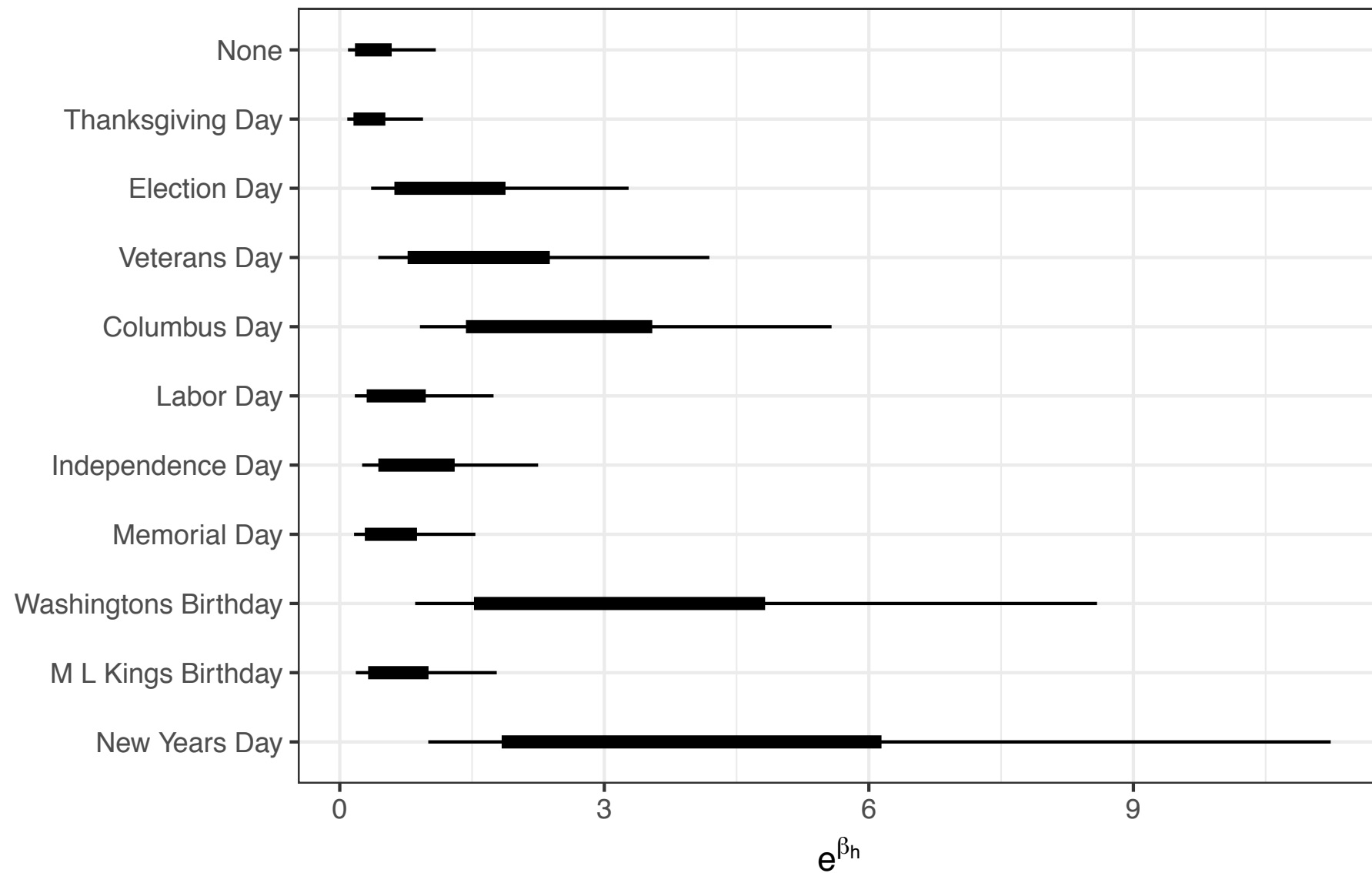


Figure 3.5:  
month effects in Precinct 81

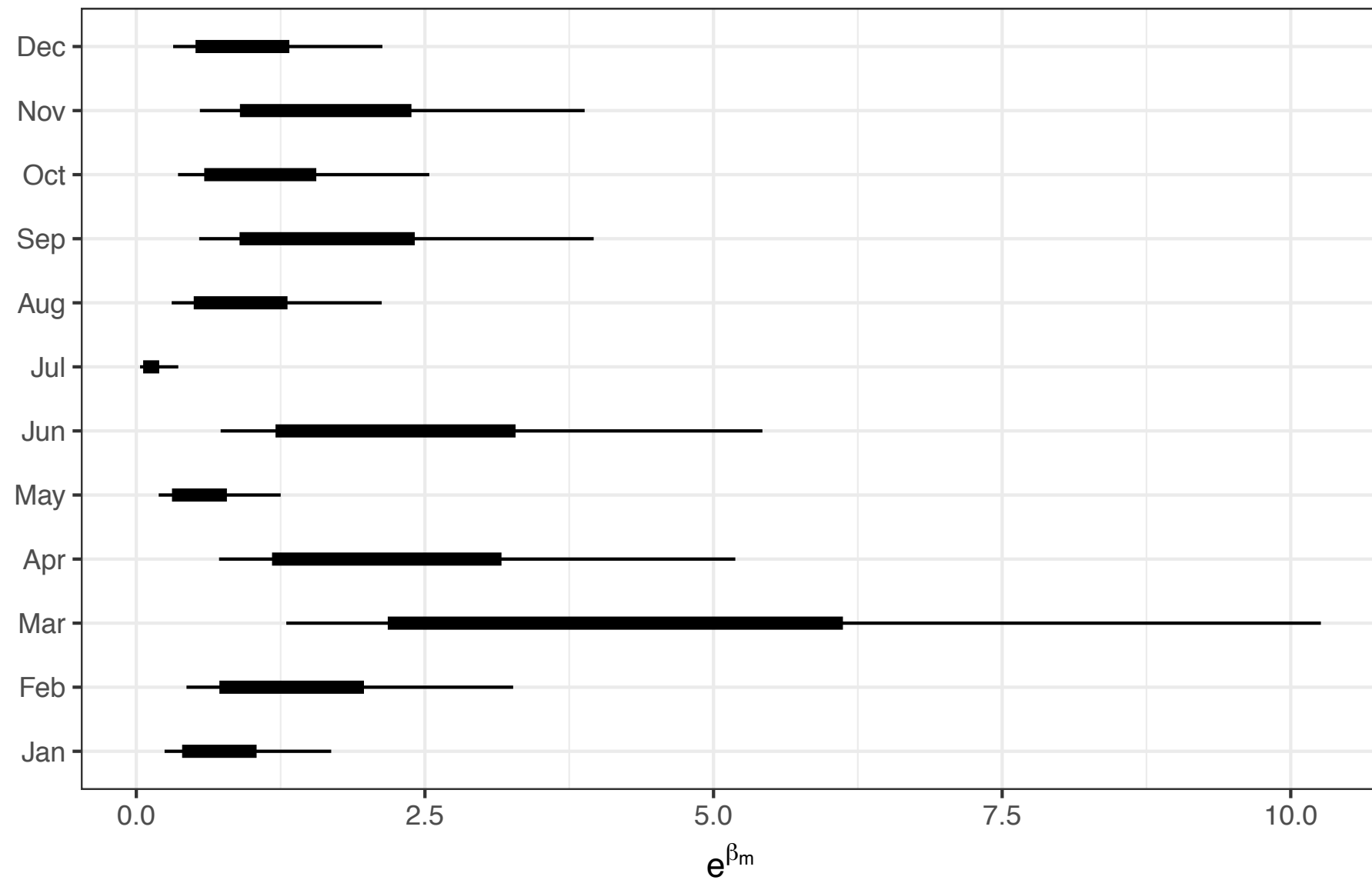
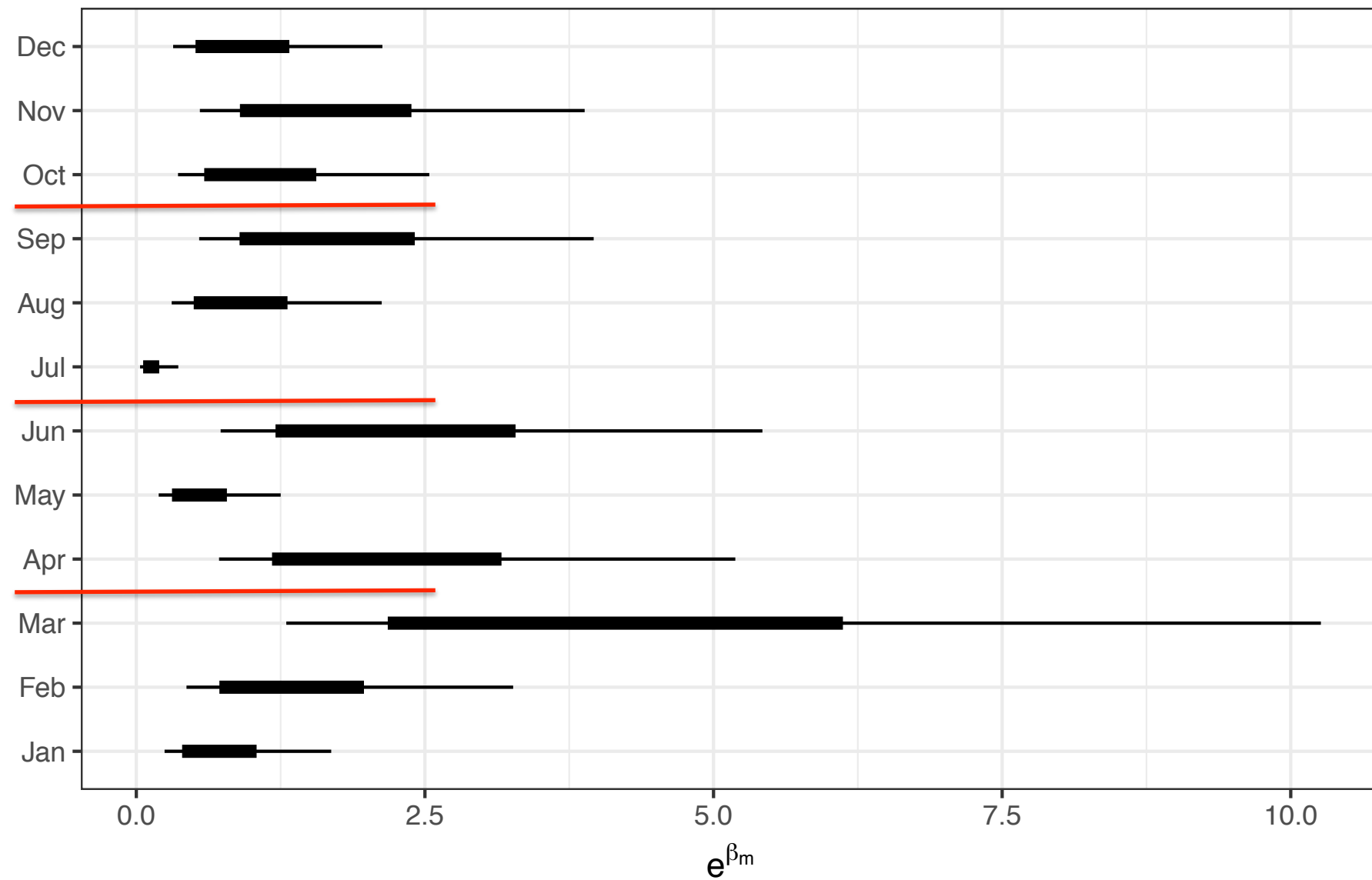
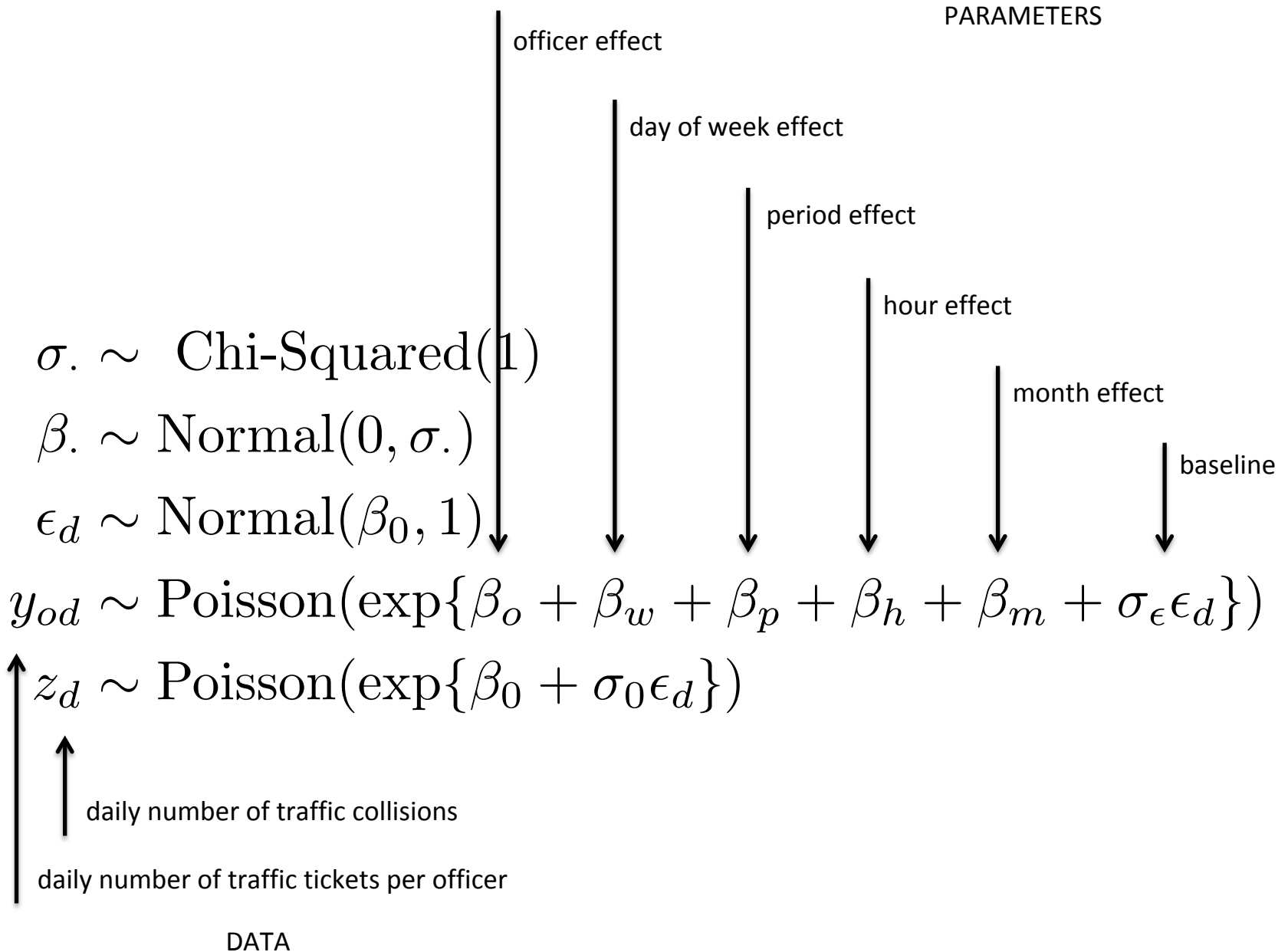


Figure 3.5:  
month effects in Precinct 81







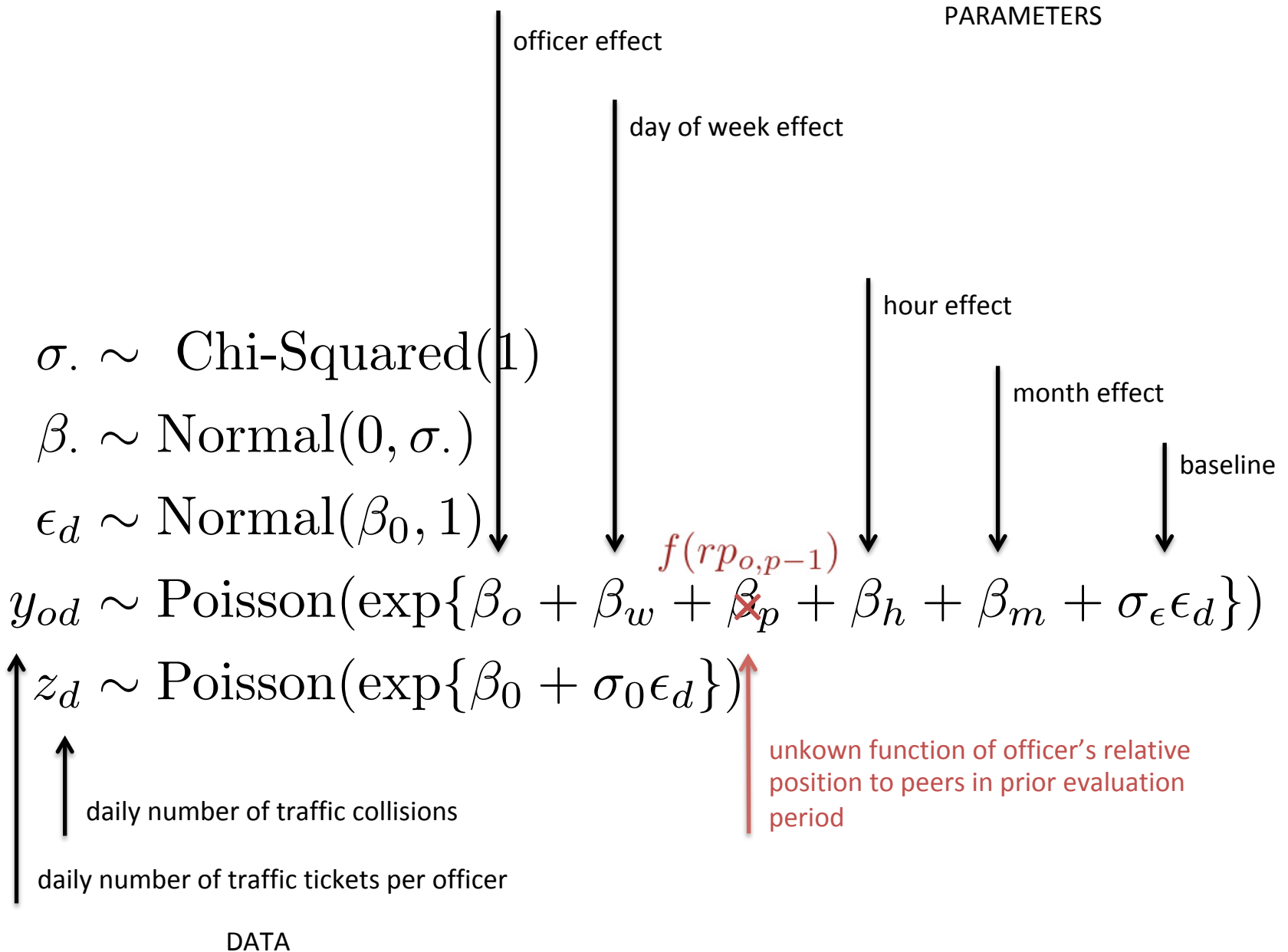


Figure 4:  
effect of position in ticket race in Precinct 81

