

Policing in Baltimore City

Attracting Qualified Female Candidates

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Applied Policy Project

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On my honor as a student, I have neither given nor received unauthorized aid on this assignment.

Rodrigo Gamboa Pineda
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TABLE OF CONTENTS

Acknowledgments and Disclaimer _____

Executive Summary _____

2

I. [Introduction](#) _____

3

II. [Problem statement](#) _____

5

III. [Client overview](#) _____

6

IV. [Background on the problem](#) _____

7

IV.I. Comparative scale and scope of the problem

9

IV.II. History of the problem

10

IV.III. Relevant technical or process information

11

IV.IV. Why the problem exists and relevant contributing factors

13

IV.V. Why the problem has not yet been solved

14

IV.VI. Specific sub-populations affected/equity issues

16

V. [Consequences of the problem](#) _____

19

VI. [Evidence on potential solutions to the problem](#) _____

22

VII. [Alternatives and criteria for evaluation](#) _____

27

VII.I. Alternative I: Expand the Demand Creation Expense

27

VII.II. Alternative II: Modify Recruitment Standards

32

VII.III. Alternative III: Increase Remuneration

37

VIII. [Recommendations](#) _____

42

IX. [Implementation](#) _____

44

X. [Conclusion](#) _____

46

EXECUTIVE SUMMARY

Being unable to attract more qualified female candidates to Baltimore Police Department, and to Police Departments in general across the nation comes at a high cost. In 2020, only 13.1 percent of full-time law enforcement officers in the United States were female, while 86.9 percent of law enforcement officers were male (Statista, 2020). Given the gendered nature of police training and expectations on job performance one might suggest that despite successful efforts to recruit more women into policing, the police academy could be the firsts place where women are filtered out of the occupation or they reconsider their career choice and voluntarily leave without finishing.

The current Applied Policy Project seeks to address these issues with the ultimate goal of finding the factors that could allow us to increase the representation of women in police recruit classes to 30% by 2030, and to ensure public safety policies and the culture that supports the success of qualified women officers throughout their careers (30x30 Initiative, 2022). Empirical evidence shows that interpersonal communication and de-escalation of violence are perhaps the most important skills a police officer can possess (McLean et al., 2020), and women are more likely to possess those particular skills (Rabe-Hemp, 2009; White et al., 2021). However, policing is still dominated by men.

The report evaluates three policy options:

1. Expand the Demand Creation Expense
2. Modify Recruitment Standards
3. Increase Remuneration

This Applied Policy Project explores a data-driven strategy to predict the efficacy of each policy that is evaluated using the following criteria: 1) effectiveness, 2) direct costs, 3) equity, and 4) feasibility. Ultimately this report recommends an expansion of the demand creation expense prior to the recruitment period. If this policy was implemented in 2023, the average pool of qualified female candidates would increase by 2.8 percent. This option is also more likely to keep high standards during police training, and to promote a more inclusive and secure environment for women that decide to join the Police Department.

I. INTRODUCTION

According to the U.S. Bureau of Labor Statistics, despite an increase in the raw number of law enforcement jobs, a more considerable growth in U.S. population has actually led to a slow decline in the ratio of residents to police officers. As a result, officers are responsible for serving more people—often with fewer resources. For police agencies to match an adequate number of officers to the growing population, agencies are routinely looking to hire additional individuals.

On April 7, 2017, the City of Baltimore and the Department of Justice (DOJ) entered into a Consent Decree, which is a court enforceable agreement to resolve DOJ's findings that it believed the Baltimore City Police Department (BPD) had engaged in a pattern and practice of conduct that violates the First, Fourth, and Fourteenth Amendments to the United States Constitution, and certain provisions of federal statutory law. This decree presents the perfect opportunity for citizens to see a change, to discover a new police profile that is there to protect the community and not to abuse them. Therefore, more women could help to fulfill the commitments established by the Department of Justice and that Baltimore City agreed in 20017.

Bad apples fall from rotten trees! Removing bad apples has clear benefits for the well-being of the community, the reputation of the agency, and the morale of the department. The simplest way to deal with these problem officers is to avoid hiring them in the first place, yet many law enforcement agencies do not devote sufficient time or importance to background checks and the hiring process. Often agencies blame this lack of effort on the financial cost involved in a thorough background check, or political pressure to hire officers quickly or hire members of traditionally underrepresented groups. Note that most of these concerns that prevent the effective removal of problem-prone officers tend to revolve around financial costs. Background checks are too costly. Waiting to hire the right people is too costly. Terminating a

recruit or probationary officer in which thousands of dollars have already been invested is too costly. Terminating a problem-prone full officer, and defending against the resulting lawsuit, is too costly. However, has anyone ever sat down and done the math to examine these costs and compare it to the cost of the alternative? What is the financial cost of having a problem-prone officer on your department?

We looked at Baltimore Police Academy data from the recruit classes starting in 2019, 2020, and 2021 (five classes each year), and from there we were able to calculate the ratio between men and women to further discover if there was a difference in the drop out rate between men and women. It was very important to discover such difference because we were interested in knowing if there was a statistically significant factor that contributed to such difference, if there was why was that the case, and most importantly how to fix it; but if there wasn't a difference then something could be working and other police academies across the country could learn from it and benefit. By establishing if there is any significant difference between men and women's retention data in Baltimore's Police Academy, we were able to make an analysis and define our recommendations for the interested stakeholders.

Female officers less likely than male officers to view aggressive tactics as necessary for dealing with some people or places

% of officers saying they ___ that in certain areas of the city it is more useful for an officer to be aggressive than to be courteous

	Disagree	Agree
Men	42	58
Women	52	48

% of officers saying they ___ that some people can only be brought to reason the hard, physical way

	Disagree	Agree
Men	53	46
Women	65	33

Note: "Agree" comprises those who say they agree or strongly agree with the statement. "Disagree" comprises those who say they disagree or strongly disagree with the statement. No answer category not shown.
Source: Survey of law enforcement officers conducted May 19-Aug. 14, 2016.

Policing is not about making arrests, but about building community-relations to co-produce public safety. People shouldn't be afraid of the police, violent policing can't be the norm, officers have to respect people's rights and must have a reasonable suspicion for a search. But how do we change that mentality if the wounds are fresh?

II. PROBLEM STATEMENT

The under-representation of women in policing undermines public safety. The Baltimore Police Department struggles to attract more qualified female candidates to become law enforcement agents, which affects the bond of trust that must exist between the community and the Baltimore Police Department. Empirical evidence shows that interpersonal communication and de-escalation of violence are perhaps the most important skills a police officer can possess (McLean et al., 2020), and women are more likely to possess those particular skills (Rabe-Hemp, 2009; White et al., 2021). However, policing is still dominated by men.

There is an issue throughout different law enforcement agencies across the United States of women resigning at higher rates than men (IACP, 2020). Maybe because of a macho culture in the academy, maybe because all instructors are men, maybe due to physical requirements, use of weapons, or other reasons. Female officers also differ sharply from male officers in their views of policing and their experiences, according to a new Pew Research Center survey conducted by the National Police Research Platform.

III. CLIENT OVERVIEW

Baltimore Police Department is part of the 30x30 initiative, a coalition of police leaders, researchers, and professional organizations who have joined together to advance the representation and experiences of women in all ranks of policing across the United States.

Baltimore Police Academy (BPA) is concerned that its training is affecting the interest of qualified female candidates to become police officers. Supporting and retaining women recruits during police academy training is an effort that the BPA is working on a daily basis. The significance of addressing this problem now is to find out whether there's a difference between women and men in the Academy retention data, so it is important to find out for two reasons:

- If there's a difference, BPA would like to know and find out why so we can try to fix it.
- If there's no difference, then maybe BPA is doing something right that other academies could learn from.

Either way, it will be interesting to look at BPD Academy retention data and see if there are any statistically significant factors that make potential female police officers to join or to leave the agency.

Female recruits training at the SUNY Postdam Law Enforcement Training Institute in 2019. (Potsdam)



IV. BACKGROUND ON THE PROBLEM

In June 10, 1963 the Congress passed the Equal Pay Act to end the series and endemic problem of unequal pay for women. However, even when women seemingly do all the things that should result in equitable pay, there are long-held practices in American work life that leave women vulnerable to unequal pay. The gender wage gap has the largest absolute negative impact on the individual earnings of women of color (Holder, 2010). Women with the same qualifications are less likely to be hired, trained, mentored, promoted and compensated at the same rate as men (Kim, 2010). And as shocking as it sounds, this reality is not very different from what happens in the police departments across the nation.

In recent decades, women have accounted for a growing share of America's police officers, but this growth has been relatively slow and women remain underrepresented in the field. Currently, women make up only 12% of sworn officers and 3% of police leadership in the U.S. (30X30, 2021). This under-representation of women in policing undermines public safety. Research shows women officers use less force and less excessive force; are named in fewer complaints and lawsuits; are perceived by communities as being more honest and compassionate; see better outcomes for crime victims, especially in sexual assault cases; and make fewer discretionary arrests.

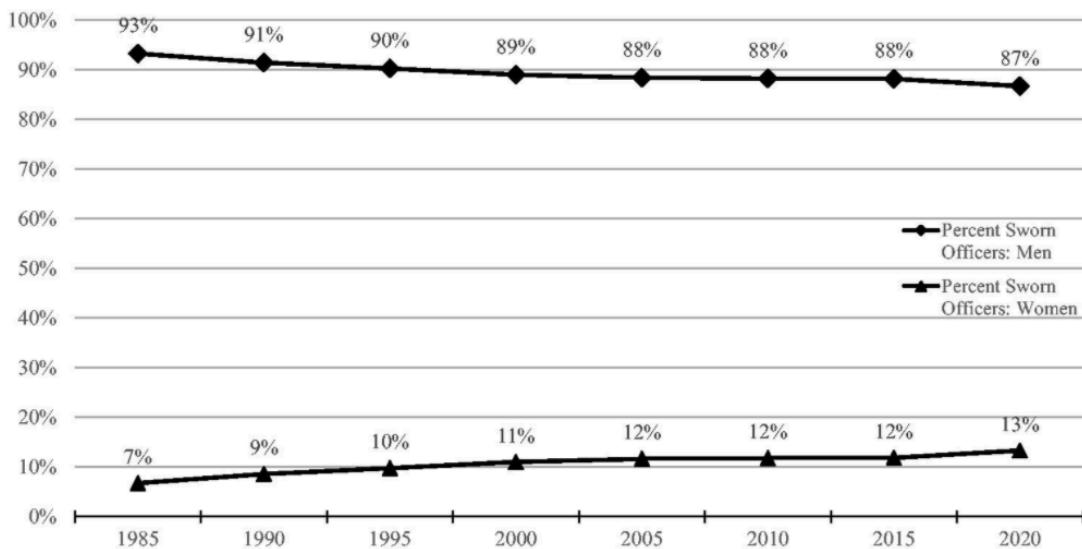
We do not have an empirical understanding of the reasons why women leave or are dismissed from academies. (National Institute of Justice, 2019). For decades, systematic observation of U.S. policing reveals underrepresentation of women in the field despite major undertakings aimed at addressing the problem (e.g., President's Task Force on Policing in the 21st Century, 2015). Figure 1 shows the percentage of all sworn police officers by gender from 1985 to 2020 in the U.S. In 1985 about 7% of all sworn officers were women, by 2020 a 47% increase

in the percentage of officers who were sworn were women, however this only represents 13% versus 87% of men graduates, policing still remains dominated by men.

For every woman entering American police academies for basic training five men did between 2011-2013, according to data obtained through a national survey of police academies conducted by the Bureau of Justice Statistics' Census of Law Enforcement Training Academies (CLETA). About 15% of those who began training dropped out before academy training ended, and men (85.5%) had a higher completion rate than women (84%). The proportion of women entering police academy was less than that of men, and their success rate was lower. However, 7.5 out of 10 women didn't leave training, either voluntarily or involuntarily (e.g., were kicked out), but women only comprised 15% of all recruits entering basic training and 23% of those who did not complete training (Wright et al., 2011).

Figure 1 of 1

Figure 1. Percentage of Sworn U.S. Police Officers by Gender (1985–2020). Source: Adapted from Federal Bureau of Investigation (2021).



There had been some positive findings for women entering policing. For example, we found that nationally men were more likely to be dismissed for academic reasons than women (24.3% compared to 17.6%). Also women were statistically less likely than men to be removed for disciplinary problems (3% compared to 5%, respectively). Further, men's voluntary withdrawal from academy training is higher than women (31.5% V. 26.3%).

IV.I. COMPARATIVE SCALE AND SCOPE OF THE PROBLEM

The Pew Research Center surveyed nearly 8,000 police officers (7,917 police officers in departments with at least 100 officers) and results show that many female officers think men in their department are treated better than women when it comes to assignments and promotions. About four-in-ten female officers (43%) say this is the case, compared with just 6% of male officers. By contrast, a third of male officers say women are treated better than men when it comes to assignments and promotions in their department – but just 6% of women say this is the case. Six-in-ten male officers and half of female officers say men and women are treated about the same.

Furthermore, when it comes to their experiences in the field, women are less likely than men to say they have physically struggled with a suspect who was resisting arrest in the past month (22% vs. 35% of male officers). Six-in-ten female officers say they have been verbally abused by a citizen while on duty in the past month, compared with 69% of men. These differences remain when looking only at officers currently on field assignments, such as a patrol officers and detectives. Most police (72%) say they have *never* fired their weapon while on duty outside of required training or on a gun range. Female officers are much less likely than male

officers to report that they have ever fired their weapon while on duty – 11% of women vs. 30% of men.

Different sectors must address intersectionality in all efforts to improve the representation and experiences of women in policing. Intersectionality acknowledges the ways in which people's multiple identities—race and ethnicity, class, gender, sexual orientation, religion, ability, and more—magnify or transform their exposure to discrimination (30X30 Initiative, 2021). This means the way race and discrimination is experienced is not the same for everyone. Women of color in particular will often face compounding experiences of bias and discrimination based not only on their gender, but also their race or ethnicity. Though 30x30 focuses on increasing the representation of women, it is critical that agencies apply an intersectional lens when analyzing their culture and practices to better promote the creation of a diverse and inclusive workplace for everyone.

IV.II. HISTORY OF THE PROBLEM

For two decades, amid the rise of women to governor's mansions, military leadership and even the vice presidency, the percentage of women among the ranks of state police officers has hardly budged: A *Stateline* analysis finds that nationally, just 7% of sworn state troopers are female. A very small gain from 2000, when female state police troopers were 6%, according to a 50-state census by the Federal Bureau of Justice Statistics. Overall, women make up less than 13% of full-time police officers in the United States (Pew Research Institute, 2021).

Women have been significantly under-represented in policing since the profession's founding. Various efforts across the country—such as the groundbreaking work of the National Center for Women and Policing—have significantly advanced women and built a foundation of

research and evidence. Today, women play a major role and are a respected part of the police force. But there is still have a very long way to go.

Although there were some women in law enforcement as early as the 1910s, those women cops worked mostly with children and women, guarded female prisoners, and were relegated to the “Women’s Bureau” with limited responsibilities (Eisenberg, 2021).

In 1854, the first police matrons were hired by New York City to search and guard female prisoners, but they were civilians with no law enforcement powers. From this beginning, women became encouraged to apply for similar positions in various parts of the United States. In 1908 Lola Baldwin became the first sworn female police officer in Portland, Oregon. In 1972, Congress passed an amendment to the Civil Rights Act of 1964, prohibiting state and local agencies from job discrimination based on gender. Police departments were required to hire women for jobs on an equal basis with men.

IV.III. RELEVANT TECHNICAL OR PROCESS INFORMATION

Empirical research has presented multiple explanations for the underrepresentation of women in policing, many of which reinforce women’s subordination to men and the creation of substantive barriers that keep women from involvement in formal social control (Martin & Jurik, 2007). In fact, prior to passage of the Equal Employment Opportunity Act (EEOA) in 1972, women who were sworn police officers were formally barred from engaging in routine patrol. Subsequent to EEOA, both formal and informal barriers continue to negatively affect the entry of women into policing.

An important area where such barriers may exist is police academy-based preservice basic law enforcement training (hereafter “basic training”) where newly hired recruits are

exposed to and assessed on their acquisition of knowledge and skills deemed necessary for “doing” policing (Sloan & Paoline, 2021). At the academy, Martin (1996) suggests that women recruits experience a gendered organization of, and processes associated with, not only basic training curriculum and instruction but their overall academy experience. Martin argues that basic training curricula tend to emphasize physical fitness (particularly upper-body strength) and technical skills (e.g., firearm mastery, driving ability)—areas in which men are more likely to excel (Sloan & Paoline, 2021).

Traditional academy training curricula are reinforced by a masculine occupational culture (Chan et al., 2010). They also persist despite empirical evidence showing that interpersonal communication and de-escalation of violence are perhaps the most important skills a police officer can possess (e.g., McLean et al., 2020), women are more likely to possess those particular skills (Rabe-Hemp, 2009), and opportunities for rank-and-file officers to fight crime using their physicality (foot pursuit, overpowering resistant citizens, etc.) are few and far between. One might thus conclude that, given the empirical evidence, traditional notions of what basic police training should stress are built on false assumptions about the skills that modal, rank-and-file police-work requires (Whitaker, 1982).

Given these insights into the potentially gendered nature of police basic training and expectations for subsequent on-the-job performance, one might suggest that despite successful efforts to recruit more women into policing, basic training could be the first point where women are either purposely filtered out of the occupation or they reconsider their career choice and voluntarily leave without finishing. The problem is virtually nothing is known about, for example, how many women actually enter police basic training annually in the U.S., (let’s find out in Baltimore) how many enter but fail to finish, and why they leave before finishing. Little is

also known about whether comparative differences exist in why men and women leave basic training without finishing.

Police education coursework includes these programs:

- Constitutional law
- Civil rights
- State & local ordinances
- Emergency response
- Accident investigation
- Training in patrol
- Traffic control
- Firearms usage
- Self-defense
- First aid
- Driving

IV.IV. WHY THE PROBLEM EXISTS AND RELEVANT CONTRIBUTING FACTORS

Policing experts attribute the low rate of women overall to reasons that include stereotypes about the profession, the demands of training, patterns of sexism and harassment, and the perpetual lack of women to serve as mentors.

According to the Pew Research Institute there is a significant gender gap in attitudes on policing, with female officers less likely than their male counterparts to agree that aggressive tactics are sometimes necessary. Among female officers, 48% agree that it is more useful to be aggressive than to be courteous in certain parts of the city, compared with 58% of male officers. A third of female officers – but 46% of male officers – agree that some people can only be brought to reason the hard, physical way

Female officers are willing to put themselves on the line of fire with heroic desire as their male counterparts. Despite overwhelming evidence that women and men are equally capable of police work, widespread bias in police hiring, selection practices and recruitment policies keeps the numbers of women in law enforcement artificially low (National Center for Women &

Policing, 2013). The Recruiting and Retaining Women: A Self-Assessment Guide for Law Enforcement went on to blame the TV and Hollywood for portraying policing in a manner that might not appeal to women. The report also listed hostile work environment as a barrier to women, citing a poll in Law and Order Magazine that showed only nine percent of male officers accepted females openly. About 38 percent had problems accepting females, while another 34 percent accepted them slowly. One study showed even female officers are mixed about supporting women in policing, many female officers do not support each other, and some even distance themselves from other women in order to fit in with their male counterparts (Haarr, 2006).

IV.V. WHY THE PROBLEM HAS NOT YET BEEN SOLVED

The job is not gender specific, men and women share positive views of the citizens they serve. For example, about seven-in-ten male and female officers reject the notion that officers have reason to be distrustful of most citizens (72% and 70%, respectively). And similar shares say at least some of the people in the community where they work share their values and beliefs (70% of male officers and 73% of female officers). Ultimately police officers have to be the same regardless of gender. For female recruits at Baltimore's Police Academy, one of the biggest concerns before deciding to join Baltimore Police Academy was how the interaction would be among their male counterparts. A variety of surveys and studies have demonstrated high levels of sexual harassment in police departments (i.e., the Baltimore Police Department faces a \$40 million lawsuit filed by four black female sergeants that are accusing the department of race-based discrimination, sexual harassment and retaliation).

When female police officers provide stories of their experiences on the job, not from the street, but from within the department about being fearful of their own brothers and sisters in blue that would make more than one to think twice if this in an environment they want to be involved with (Collins, 2021). "At what point will BPD self-monitor against the department's own known complicit, insidious and institutional culture of sex and race-based discrimination, sexual harassment and severe retaliation?" attorney Dionna Maria Lewis said.

According to Recruiting and Retaining Women: A Self-Assessment Guide for Law Enforcement to recruit more women into policing, the people of Baltimore and surrounding states would need to overcome the common perception that policing is a "male-oriented profession" limited to duties that require only physical strength. This doesn't establish widespread bias. Historically, policing has been a male-oriented profession and did rely more on physical strength than today. "*It takes a very strong personality to be a lone woman in a male world when you have male supervisors, male colleagues and the type of work it is — very dependent on strength, the ability to be tactically sound, think on your feet,*" said Dombrowsky, a former State College police officer. "*It's very hard to recruit,*" said Cpl. Francia Done, 34, of Susquehanna Twp. Police Department. "I can sell them up to a point," she said. "It's just a very demanding job. It's hard on you physically and emotionally and overall."

Male and female officers also report a similar range of emotions about the job. About six-in-ten male and female officers say their job always or often makes them feel proud (58% and 61%, respectively) and about half of male and female officers say they often feel frustrated (51% and 52%). But 57% of male officers say they have become more callous since taking their job, compared with 49% of female officers (Pew Research Institute, 2017).

IV.VI. SPECIFIC SUB-POPULATIONS AFFECTED EQUITY ISSUES

There are initiatives, such as the 30x30 Initiative, a coalition of police leaders, researchers, and professional organizations who have joined together to advance the representation and experiences of women in policing agencies across the United States with the ultimate goal to increase the representation of women in police recruit classes to 30% by 2030, and to ensure police policies and culture intentionally support the success of qualified women officers throughout their careers.

About half of local police departments employed fewer than 10 officers. Prior to LEMAS Surveys, about 48% of local police departments employed the full time equivalent of fewer than 10 officers in 2013. A total of 645 (5%) local police departments employed 100 or more officers in 2013. These departments employed 63% of all full-time officers. The New York City Police Department (NYPD) is the largest and one of the oldest municipal police departments in the United States, with approximately 36,000 officers and 19,000 civilian employees (NYPD, 2022).

More than half of local police officers were employed in jurisdictions with 100,000 or more residents. In 2013, 71% of departments served fewer than 10,000 residents. These 8,700 departments employed 13% of all full-time local police officers. About 3% (329) of departments served a resident population of 100,000 or more and employed 54% of all officers. Comparatively, about 8,800 (73%) local police departments served fewer than 10,000 residents and employed 14% of all officers in 1987. During the same year, 222 (2%) local police departments served a population of 100,000 or more and employed 49% of all officers.

Municipal police departments ,which compose 98% of local police departments, employed an average of 2.1 officers per 1,000 residents. This average was less than that observed in the 2007 (2.3 per 1,000) and 2003 (2.5 per 1,000) LEMAS Surveys. Departments serving

25,000 to 249,999 residents had the lowest average ratio in 2013 (about 1.7 per 1,000). In both 2007 and 2013, county police departments employed an average of 1.7 full-time officers for every 1,000 residents served.

About 12% of local police officers were female. In 2021, about 58,000 (12%) of the full-time sworn personnel in local police departments were female. From 2007 to 2013, female representation remained about the same. In 1987, there were 27,000 females (8%) serving as local police officers. Since the inception of the LEMAS Survey in 1987, the employment of female officers has increased in all population categories, but larger jurisdictions have continued to employ females at a higher rate. In 2013, the percentage of female officers in jurisdictions with 250,000 or more residents (17%) was more than twice that in jurisdictions with fewer than 25,000 residents (7%).

**Sex of full-time sworn personnel in local police departments,
by size of population served, 2013**

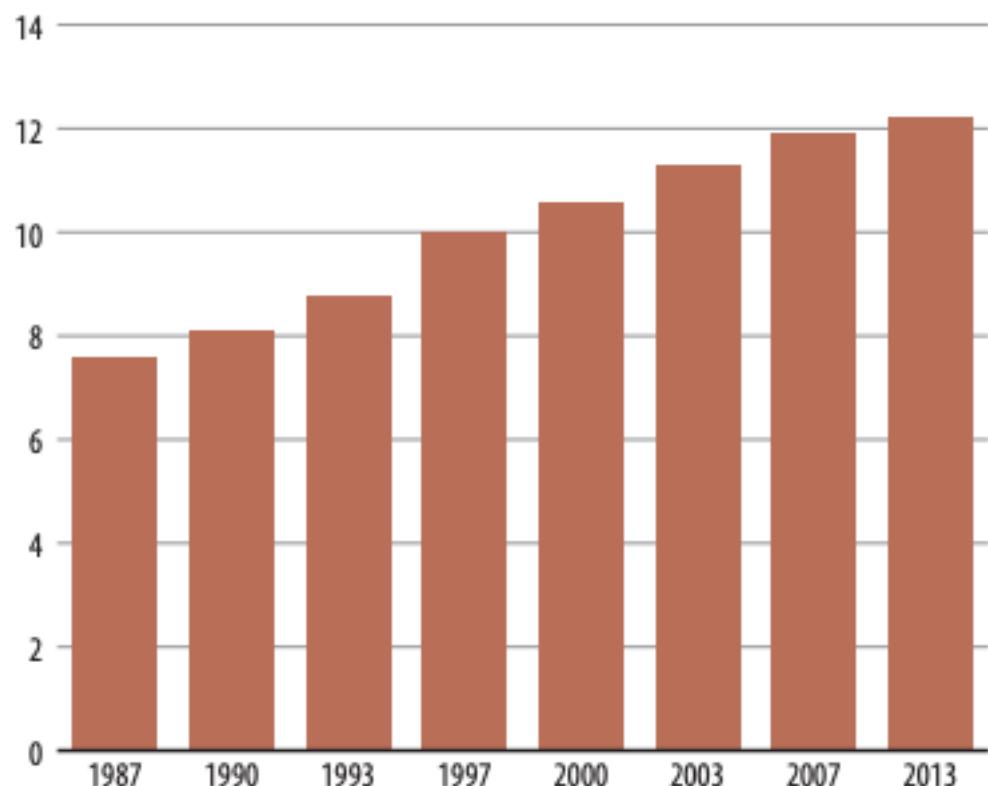
Population served	Male	Female
All sizes	87.8%	12.2%
1,000,000 or more	82.4	17.6
500,000–999,999	83.6	16.4
250,000–499,999	85.4	14.6
100,000–249,999	88.2	11.8
50,000–99,999	90.3	9.7
25,000–49,999	91.2	8.8
10,000–24,999	92.2	7.8
2,500–9,999	92.5	7.5
2,499 or fewer	93.9	6.1

Note: See appendix table 15 for standard errors.

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics (LEMAS) Survey, 2013.

**Female representation among full-time sworn personnel in
local police departments, 1987–2013**

Percent



Note: Figure includes all years for which data were collected. See appendix table 16 for standard errors.

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics (LEMAS) Survey, 1987–2013.

V. CONSEQUENCES OF THE PROBLEM

Maintaining the police workforce level, recruiting the most qualified applicants and removing the “bad apples” are the most salient challenges facing law enforcement today. The supply of and demand for qualified officers are changing in a time of increasing attrition, expanding law-enforcement responsibilities, and decreasing resources. These contribute to the difficulties that many agencies report in creating a workforce that represents the demographics of their communities, and that effectively implements community policing.

Department resources have continued to decrease and responsibilities to increase, with agencies being asked to do more police work with fewer resources. Managers view salary and benefits as the biggest element of compensation affecting turnover. Yearwood and Freeman (2004) found that nearly half of North Carolina agencies attribute at least 70 percent of their attrition to compensation issues driving officers to other departments or professions.

The underrepresentation of women in policing is well documented as are efforts to understand the disparity. Some of these efforts have examined the first point newly hired women experience occupational socialization: basic law enforcement training at police academies nationwide. Largely absent from this line of research are studies of *why* women recruits—compared to men—fail to successfully complete basic training. To fill this empirical void, the current inquiry utilizes national-level data to examine the reasons women, compared to men, fail to complete academy basic training. Our results reveal statistically significant gendered differences in reasons for training non-completion by level of stress emphasized during training and type of academy affiliation that include voluntary withdrawal by recruits and non-voluntary withdrawal for failure to meet qualifying standards for physical fitness, firearms, and driving.

Fewer percentages of women voluntarily left basic training compared to men (31.5% V. 26.3%), this means that higher percentages of women were involuntarily dismissed by the academies (73.7% compared to 68.5%) because they failed to meet established standard for physical fitness (14.5% compared to 9.2%, respectively), firearms (10.2% compared to 2.9%, respectively), and driving (2.4% compared to <1% respectively). These results echo past concerns of established physical fitness and firearm standards regarding whether they have some correlation with skills needed to perform the duties assigned to patrol officers and whether women are therefore disadvantaged compared to men.

The results of our study - after examining the three primary reasons for women's non-completion of basic training (physical fitness, firearms, and driving) indicate that level of stress training models used for basic training and academy affiliation matters. In police departments where stress was deemphasized, it was men that had a higher percentage of dismissals for not qualifying for physical standards (14.6%) compared to women (10.1%). This suggests that in training environments that are less stress-based, women will do better.

Physical standards in academies affiliated with municipal police agencies (17.3% V. 6.3%)
Firearms in county agencies (24% V. 6%)
Driving in state agencies (5.1% V. .08%)

Box #2. Gendered greatest disparity when failing to qualify police training

The Baltimore Police Department is interested in taking specific actions to retain women recruits during police academy training. By gathering the data on retention rates of women but also men in the Baltimore Police Academy - which could include interviews with women recruits - we have the opportunity to potentially attract different qualified applicants to become law

enforcement agents. Having qualified police officers that want to serve is very important for crime rate in Baltimore City. If we don't make sure to attract enough recruits to join the Police Department then the promise to keep citizens safe in the pursuit of happiness will never be met.

For women is not just about having the courage to walk into a room full of men, since it's a male-dominated profession. Female officers also have to figure out how to balance their career as police officers and their families. Despite many people in law enforcement having a military background, many efforts have focused in recruiting veterans. However, women only represent 16% of enlisted forces, so starting from that pool means starting from another male-dominated field (Pew Research Institute, 2021). Another barrier specific to state policing is that new hires might be placed at a station, often known as barracks, in a town that requires long drives or logistical commuting issues.

Baltimore	
Crime rates* (2017)	
Violent crimes	
Homicide	55.7
Rape	62.29**
Robbery	958.71
Aggravated assault	949.7
Total violent crime	2027
Property crimes	
Burglary	1311.2
Larceny-theft	2773.5
Motor vehicle theft	843.2
Arson	42.5
Total property crime	4928
Notes	
*Number of reported crimes per 100,000 population.	
** Legacy definition ^[1]	
Source: FBI 2017 UCR data ↗	

VI. EVIDENCE ON POTENTIAL SOLUTIONS TO THE PROBLEM

The ending of the 20th Century and the first two decades of 21st Century have seen the rise of women to positions that had been typically dominated by men: rise of women governors, military leadership and even Kamala Harris in the vice presidency of the most powerful country on earth are just few examples of how there are no limits for women in the workforce. It's believed by experts that more women will be occupying more jobs than men and the trend will continue and gain more momentum as the number of working women increases, while the amount of men in the workforce declines (Forbes, 2020).

The Metropolitan Police Department of the District of Columbia conducted a study, assigning a number of newly-hired women officers to patrol work traditionally reserved for male officers (Eisenberg, 2012). The study observed police-women for a year. Some of the key findings were significant:

- Women patrol officers tended to be more effective than their male counterparts in avoiding violence and defusing potentially violent situations.
- Women were less likely than men to engage in serious unbecoming conduct.
- Citizens involved in incidents with police officers had the same level of respect for and favorable attitudes toward patrol officers of both sexes.

It is just a matter of time for society to realize that female police officers are as efficient or even more efficient than their male counterparts. Few years ago it was unthinkable for women to hold more jobs than men in the U.S. workforce, occupying 50.4% of positions. According to the U.S. Bureau of Labor Statistics, in December 2020 there were 109,000 more women working

than men. (FORBES, 2020). The continued growth in employment for women parallels the economic shift away from so-called traditional male-dominated jobs, in sectors such as manufacturing, toward a service-based business model.

Sectors that employ more women are growing, whereas jobs historically associated with men are in a decline (Hegewish, 2020). The December jobs report confirms that women started to occupy jobs that were once considered male oriented (mining and logging jobs, manufacturing, transportation, and other perceived male-related industries). Women are going into the types of occupations where jobs are growing more rapidly, so this trend isn't going to reverse (Stevenson, 2020). Another interesting statistic is that women earn more degrees than men. For the graduating class of 2016-2017, women earned 57.3% of bachelor's degrees, 59.4% of master's degrees and 53.5% of doctorate degrees. This is highly beneficial for women, as holding college and advanced degrees closely correlates with higher salaries, according to the Pew Research Center.

V.I. COSTS TO SOCIETY

When police departments are unable to fulfill vacancies with qualified candidates the risk of accepting or tolerating bad apples increases, undermining the confidence of the public in the police, destroying the respect for the law, undercutting departmental discipline, and harming police morale. Let's just look at Baltimore to understand how police corruption can be really costly. On January 12, 2017, the United States of America filed a complaint against the Police Department of Baltimore City and the Mayor and City Council of Baltimore. The goal of the consent decree is to have a stronger police department that fights crime while it serves and protects the civil and constitutional rights of Baltimore City residents. The decree's requirements

focus on building community trust, creating a culture of community and problem-oriented policing, prohibiting unlawful stops and arrests, preventing discriminatory policing and excessive force, ensuring public and officer safety, enhancing officer accountability and making needed technological upgrades. Under the agreement, the parties will jointly recommend an independent monitor to the court to assess whether the requirements of the agreement are being implemented. The independent monitor will report publicly on BPD's implementation efforts on a regular basis. As part of the process, the parties requested that the court provide an opportunity for members of the public and stakeholders throughout Baltimore to provide written submissions to the court about the proposed decree. The public hearing on the fairness of the proposed consent decree was held on April 6, 2017, wherein dozens of members of the community provided feedback and support for the consent decree. The Court then entered the Consent Decree the next day, on April 7, 2017. "The agreement is designed to increase transparency, public oversight [and] accountability," Mayor Catherine Pugh said. Attorney General Loretta Lynch says the agreement addresses three central issues: effective and constitutional policing, restoring community trust in law enforcement and enhancing public and officer safety. But how much would such an effort cost to taxpayers and society in general?

One effort to quantify the costs of turnover suggests that replacing an officer with three years of experience costs more than twice his or her annual salary (Orrick, 2002). These costs can substantially differ by level of training provided to an officer, salary, and benefits paid, and selection procedures for new officers. It is estimated that 5% of BPD force are “bad apples” which represents 23M for training received + 6.34M for salaries. Nearly \$30M in direct costs. Plus nearly \$33M in externalities costs and \$10M for opportunity costs. Giving total costs to society of about \$73 million dollars for the **staffing shortages, recruitment and retention challenges that have been impacting the Baltimore Police Department for years.**

- Recruitment: Advertising, recruiters' salaries, bonuses.
- Selection: Tests, review-board salaries, investigator salaries, medical, psychological, and drug screening.
- New employee: Payroll and computer personnel, new uniforms and equipment.
- Training: Orientation and field training, recruit salaries and benefits, field-trainer salaries, supervision, in-service training.
- Operation: Internal Affairs investigations, compensation.

Externalities: BPD problem officer **\$42,222** (Dolan Consulting Group, 2017). It is important to note that these figures do not even include costs for legal defense, insurance rates, or internal lawsuits over officer grievances filed because of this officer. The city paid out **\$28.4M** to settle lawsuits from 2015 to 2020 (American Civil Liberties Union report, 2021). Externalities; Lawsuits against BPD, Problem Officer, officers & supervisors have to be interviewed or deposed, attorney fees, crime rates increase, overtime to cover vacancies, loss of productivity as employee departs, increased further turnover, peer disruption, disruption or loss of community relationship, disruption of department operations, lower morale, missed deadlines, taxpayer payouts in Baltimore Police.

Opportunity Costs: For the policing industry, opportunity cost is simply what was set aside (capital improvement, service processes, technology, tactical plan, etc.) So it is reasonable to expect to pay about twice an officer's salary for their misbehavior when all expenses are considered. When a decision s made to go with a particular initiative. Some would argue that is

cheaper to prevent a crime than to arrest someone for committing it. However, how to do that when the burnout of officers due to shortage is a never ending story. The loss of knowledge and experience, peer disruption, disruption or loss of community relationship, disruption of department operations, lower morale, missed deadlines. All these are factors that have to be taking into account due to the recruitment, shortage staffing and retention rates.



Attorney General Loretta Lynch, speaks during a joint news conference to announce the Baltimore Police Department's commitment to a sweeping overhaul of its practices under a court-enforceable agreement with the federal government on Thursday.

VII. ALTERNATIVES AND CRITERIA FOR EVALUATION

This Applied Policy Project represents an opportunity for us to pause and reflect on women's long journey toward equality - both in how far we have come, and how much further we still need to go. In the United States we've witnessed an economic transformation in recent years that show women are now full participants in the workforce. The presence of women on an equal footing with men is taken as a fact (DeLauro, 2010). Americans view the rise of women in the workplace as a positive development for society, these are considerable achievements and a welcome sign of how much the American workforce has changed over the past several decades. However, structural inequities throughout our economy continue to affect women in the workforce - including our police departments - , inequities that we must address to work harder. We've looked at the data obtained from Baltimore's Police Academy and looking at it through the social science research lens we conducted a cost-benefit analysis for three different alternatives aiming to increase the enrollment of women in the Baltimore Police Academy:

- Alternative I: Expand the Demand Creation Expense
- Alternative II: Modify Recruitment Standards
- Alternative III: Increase Remuneration

VII.I. ALTERNATIVE I: EXPAND THE DEMAND CREATION EXPENSE

The purpose of expanding the demand creation expense is to reach the right target audience and to communicate them about the potential benefits of joining Baltimore Police Academy, whereas informing potential candidates that the city of Baltimore needs more heroines or just by letting them know that there's a real job where potential candidates could qualify for. Recognizing that **women can do the same job than men** has been seen as a victory in multiple sectors of society in recent years but is not enough. The achievements are real, but the struggle hasn't ended.

Baltimore Police Academy most acknowledge women's achievements and the significant contributions they make in every front of our society and economy, and most importantly addressing the different factors that still need to change. **Launching a campaign targeting young women** from Maryland (and surrounding areas) - ages fifteen to thirty five - will have an exceptional opportunity to attract the right recruits who act with extraordinary discipline and courage. It is very important to accept it is a process in the making so women can feel they are part of the change, part of history, history that will change how the police is perceive in Baltimore.

Qualified female candidates don't seem to be aware about the need for passionated and well trained women in Baltimore's Police Department. Police-women need to know that the BPD wants less use of force while patrolling, and that female officers are perceived by the community as being more honest and compassionated, that women officers seek better outcomes for crime victims (including sexual assault cases), and that women officers are named in fewer complaints and lawsuits.

An intrinsic motivation example that this behavior can turn into a mind-changer is the *Breast Cancer Awareness Month Campaign*. This campaign began in 1985 as a partnership between the American Cancer Society and the pharmaceutical division of Imperial Chemical Industries and now it is recognized world-wide, we could attribute the success of this campaign to many factors, but a very important one was that survivors were given a voice of heroism through Elizabeth Ford (first lady of the United States from 1974-1977), as she was herself a survivor of breast cancer (NBCAM, 2022). We need real women that can give voice to all those ones who have suffered from crime so they can be in the shoes of the victims and take a protective role, real women with real heroine powers: promoting "Super Woman Powers."



Campaign: Real Women with Real Powers - Baltimore Police Academy, 2023.

By having a spoke female person that gives voice to all the achievements that women have on a daily basis we will be in a better position to end the “macho culture” that exists across police departments not only in Baltimore but across the nation. With physicality and a capacity for force, deemed as natural for men, police work becomes a means whereby men differentiate

masculinity from femininity, and in turn policing becomes naturally preserve of men (Heidenshohn, 1992). For decades police women have been perceived without the physical presence needed for going after criminals, a rational and legitimate reason for their exclusion. But women as the natural care-taker of children have the opportunity to stand still as an example of crime prevention.

Targeting women who witnessed or suffered domestic violence while growing up can be a powerful way to attract the right female profile to become the future generation of police women within BPD. Motivating these potential candidates by letting them know that this is a process in the making, we can set the tone for government officials to work on the agenda of benefits for every police officer (i.e., 24/7 daycare for children of police officers, college funds, housing, etc.) The challenge of working at a demanding job while parenting makes child care support not only a powerful recruiting tool but also a critical benefit for existing police officers, enabling them to work various shifts or overtime and allowing all personnel to stay on the job during school closures (Elkins, 2020). An additional advantage is that working parents can focus on their work without the stress of having to deal with babysitting or worry that their children aren't well cared for. Childcare support is especially attractive to female candidates, an employee pool that is underrepresented in the law enforcement work force in both sworn and non-sworn positions. Departments lose out on qualified applicants who can't find or can't afford the childcare to cover law enforcement's work hours (Santa Clara County Sheriff Laurie Smith, 2020). The first step was taken, recognizing women can do the same job. Now is time to target the right group of candidates to increase the representation of police women in BPD.

VII.I.I. CRITERIA TO EVALUATE ALTERNATIVE I

There are examples around the world that things are changing, for instance in Mexico City for the very first time in history there were more female graduates than men from the *Universidad de la Policia*, the equivalent to Baltimore Police Academy. Last February, 2022, the Mayor of Mexico City, Claudia Sheinbaum, led the graduation ceremony where out of the 557 new law enforcement officers 129 were women and 128 were men. In her speech she referred that this was a victory for everyone, the recognition that any women can do any job, which will lead to a new perception of the police department itself. She felt very proud that every time you see more women applying and invited the recent graduates to become an example for Mexico City's citizens.

HIRING: A Simple Guide to Calculating BPD Marketing Campaign

Recruitment costs money, and thanks to the pandemic (Covid-19) the competition to secure the best talent has never been more fierce. Before getting into any calculation it is very important to note that there is already a budget to cover the internal recruitment costs (salaries, bonuses, fees) within the BPD and some of the external recruitment costs (advertising, agency, software licenses) of the current campaign "*Be a part of the greater comeback story in America.*" BPD recruits officers all year long. The following costs are additional estimations to attract more qualified female candidates in the marketing campaign that I have titled "***Real Women with Real Powers.***"

As competition for talent increases, it may become too expensive to deliver the recruitment strategy in a certain way. Even though there's no hard and fast average cost per hire, and considering that most agencies charge from 10% to 30% of an employee's final salary, studies have shown that, on average, business pay around four thousand dollars to bring a new hire. A low price to pay considering the community's perception towards their police officers

after a long history of pain - due to an excessive use of force and constant civil violations that ended in the enforceable consent decree between the DOJ and Baltimore city from 2017 - is not easy. Further, BPD like other police departments in the nation face severe challenges in retaining officers who leave the job probably because being a police officer is not worth the risk.

VII.II. ALTERNATIVE II: MODIFY RECRUITMENT STANDARDS

Training alone cannot undo or repair a culture of mistrust or corruption in a police institution. If training is decoupled from other core elements of police institutions, its effects can be minimal—or worse, they can be detrimental. The importance of the current recruitment standards is vital and sets the foundation of evidence-based knowledge and skills. However, it is very important that we analyze the possibility to modify the current recruitment standards to see if there's an opportunity to get something beneficial for recruiting the best qualified applicants.

Today, when you apply with Baltimore's Police Department you don't know where the vacancies are. Looking at recruitment videos and brochures focused on SWAT operations and guns, which is not what law enforcement is, it's not inclusive of women and diversity. And of course, there's a rigorous physical exam, which women are slightly less likely to pass. A Bureau of Justice Statistics study of state and local police academies training in 2018 found male recruits completed basic training at a higher rate than females - 88% and 81% respectively (PEW, 2021).

In this scenario police academy seems paramilitary: extensive training, not only mentally tough but physically tough too. Compounding the problem is the fact that only 3% of law enforcement leadership positions are held by women, according to Craven of the National Association of Women Law Enforcement Executives. As Smith Kea put it: "*we can't be what we can't see.*" Chiefs typically select who gets promoted, for Ivonne Roman, the former police chief

of Newark, New Jersey it is too difficult when there are so few women, and only limited amount of women who are mentored to filter up the ranks.”

Every year the Baltimore Police Academy delivers a 5-10 day training to each one of the 2,300 police officers. However, how should we figure out and decide what kind of training is most needed? What kind of training should we give them? What topics, what methodologies of delivery? How should we figure out what those needs are? What system should we put in place so that we are regularly and routinely identifying the most important training needs of Baltimore’s Police Department? This leads to another problem, if we are to individually set new standards to join the police department, then recruitment costs would increase, but also demands from potential candidates, just as if they were applying for a regular job in the private sector.

Today, when candidates put down their application, no one is denied in the process. Once you are accepted, the Baltimore Police Academy wants you to have things ready for when you come to the Academy. The first day is intimidating, remember you are doing this for a reason. Taking the process hour by hour is helpful, it helps calm your nerves. Having a light breakfast helps, blazer is restrictive and since day one you need to do push-ups. Good rest the night before. Team building since day one (kind of crap for potential candidates). But it is necessary because some of these people will become your best friends, you are no longer an individual but a team. If one person messes up, if one person is late, the whole team is affected, just like a sports team. No matter how talented one player is, without being a team player, things won’t work out. Instructors want to build your character, they want to make you stronger, so they will obviously say mean things, honestly people on the street say worse things.

Academy is too long, 9 months longs. 4PM to 10PM (Tuesday - Thursday). Saturday from 6AM to 4PM.

Physical: If you are not a runner, you need to learn how to become a runner. You do cardio all the time, miles after miles. Don't go to Academy if you are out of shape. Avoid the embarrassment. Do sit ups and Push ups. Police Woman (youtube) I don't understand why people join the academy out of shape. Woman started with 10 pushups and ended with 26. Put your mind into it. Instructor like type of bootcamp. Eat clean since it fuels your body, get running shoes to avoid injuries. The first couple of weeks the workouts are super hard. Police Academy want to leave out the weak ones and keep the strong mind at the end. Trainers are there to help.

Defensive Tactics. You get bit up essentially for two weeks.

There is evidence from the Space Force that the annual fitness tests are being eliminated. At the end no every police officer needs to be able to run 10 miles, or even carry a rifle. Back in World War I, for every soldier on the field there were eight administrative soldiers (US Army, 2016). Further, there are other professional skills that are as important as physical fitness, such as information, technology, linguistics, truck driving, or any other law enforcement agency identified need. Supporting bills can have alternative fitness requirements to reserve the most physically fit individuals for the front.

VII.II.I. CRITERIA TO EVALUATE ALTERNATIVE II

It is necessary that Baltimore Police Academy grows its channels of communication. Having the current system is helpful, but we could target other potential qualified candidates by making clear how the process to join the police academy works. In the past we relied a lot in the information coming from parents, family members, neighbors, friends to become a law enforcement agent. The need to have more information about requirements for potential recruits. There's a belief that

you need to have a criminal justice education (Rose Stefanie, 2019), however this isn't necessary since you'll learn everything you need at the Baltimore Police Academy

Today, it is mandatory that every citizen in Baltimore is aware that the process to become a police officer is not too complicated:

* PHASE I: The Academics, Defensive Tactics

* PHASE II: Firearms

Whether targeting specific police duties with 24/7 police officers, the Baltimore Police Department could offer specific jobs rated for a given value of service under Congress's "Letter of Marque" power. Earn credits towards benefits. Like university courses offering credit-hours, individuals could work their way towards earning benefits like the GI bill, or have a set number of credits assigned in place of 24/7 police duty job.

The problem of reducing the standards to become a police officer are very costly. Jelani Cobb is an African-American writer, author and educator from Queens, New York who has the desire to discover if police officers are able to protect and serve the community without violating the constitutional rights. For a year he commutes to New Jersey where he patrols with the gang unit of Newark's Police Department, who are well-known in the community for violating civilian's rights.

For white-Americans it could be shocking to see how these *public servants* get away with unconstitutional stops, searches and arrests of black and latino citizens. However, this has been the daily bread for millions of Americans all across the United States. Immediate action is needed when the community sees police officers as enemies, and not as friends. Even a school teacher described in the documentary how seven-year old kids hate cops for what they've witnessed.

In this case luckily or unfortunately the practices of Newark's Police Department caught the attention of the Department of Justice, who has the authority to investigate police departments and to order reforms. The DOJ resolved that 75% of the times that people were stopped in Newark there was not a reason and that "*field inquiries*" were abusive and discriminatory. The entire police department was ordered to be re-trained, to institutionalized new policies, wear body-cameras, set standard punishment for bad cops, and most importantly the establishment of a Civilian Police Board, a panel of civilians with power to investigate cops.

Slowly the culture has shift towards a more cooperative relation with the police. The Mayor of Newark Ras Baraka knows everyone needs to be involved in order to improve the relationship, but he knows the challenges and he even shows the frustration of lack of motivation within the Police Department. Hopefully changes will work, and hopefully more civilian observers could participate in the co-creation of public safety throughout the 3,006 counties in the U.S.A. since violent encounters have cost too many innocent lives already.

The forward-looking nature of this analysis and the nature of the problem that every police department faces suggests that there is no way to determine the one best model. The data obtained from Baltimore Police Academy is to small to establish any statistically significant factor in female dropout rates during training. Based on the limited data, every model seems promising in the ability to attract more qualified female candidates, though each one has limitations and strengths. In all likelihood, the best model will be budget dependent. As Baltimore Police Department needs to move forward to accomplish the commitments established with the Department of Justice of adopting better police practices that respect civil rights, we should consider the nature of the crisis so we can adopt the model that best fit the need to implement each alternative. What follows three key areas for consideration when determining the

model that best fits the crisis: the quantity of police officers leaving the department every year, the crime rates throughout the city, and the existing mechanisms of recruitment.

VII.III. ALTERNATIVE III: INCREASE REMUNERATION

Police officers along with, firefighters, teachers, nurses, emergency medical personnel, etc., are called “essential services” because society relies on these professions every day to maintain our safety and health and to educate our children. They are at the core of our quality of life and we all want the very best people in these positions, but we don’t pay them as such.

For decades Police departments across the nation have faced recruitment problems. There’s not a single agency flush with qualified staff; with all positions filled; with all the equipment and training needed (MacKenzie, 2018). The Albuquerque Police Department is luring Santa Fe police officers away with a dramatic increase in pay and benefits should come as no surprise. That city is doing what is necessary to fill its ranks. Another example is the training received at the San Diego regional public safety training institute, where graduates obtain a certification that is valid to work at the Reno’s Police Department, a city that is less expensive than San Diego.

Agencies are desperately seeking qualified new hires anywhere they can find them. In some cases, hiring standards have been lowered. The civilian population has no idea how rigorous the requirements are (or should be) for applicants. We expect spotless backgrounds, a good level of education, physical fitness, level-headedness, courage. The list goes on.

And yet, the compensation we offer is, basically, blue-collar. Make no mistake — done properly, policing is not a job. It’s a profession. A good cop must be a combination of warrior,

counselor, advocate, listener, lawyer and arbitrator. He or she must be compassionate, wise, forthright, courageous and work from a level and fair head and a good, unbiased heart.

I have believed for many years that to attract the kind of men and women we need in law enforcement, we need to forget the old standards of compensation. Imagine the applicant pool we could attract with a starting salary of \$100,000 a year. Imagine the standards we could require when offering such pay. I was fortunate enough to receive a graduate degree from the prestigious University of Virginia.

Law enforcement is a calling. Many qualified candidates can definitely obtain more money doing almost anything else. Most officers are motivated by the same desire; to serve and protect, to help those unable to help themselves and to contribute to their communities in a very positive, essential way. Unfortunately, some officers in the profession for the wrong reasons — to bully and abuse or to serve themselves instead of the citizenry. **With far more applicants from whom to choose, police departments would be far less likely to hire a bad apple.**

Our society has no problem paying athletes and other entertainers tens of millions of dollars a year. The disparity in pay between the professions we need and those that distract us is ludicrous. How can we not demand the finest, fully staffed, best-trained police department? Retired sheriff's deputy Allen MacKenzie who work in Los Angeles and Seattle says "*if we don't address this problem immediately, we will pay a severe price in more ways than one.*"

Baltimore PD's discouraging figures continue to show that more officers leave the department than join it. Despite a very public recruitment effort, Baltimore actually finished 2019 with 31 fewer officers than when the year started.¹ The process of screening and training new officers takes an average of 43 weeks. Eighty-nine of every one-hundred new hires in complete

¹ A consultant recently released a report saying the department needs to hire 300 more officers to adequately staff patrol.

all training successfully. The lack of qualified applicants presents a challenge in filling vacancies. Unanticipated vacancies causes a degree of difficulty in maintaining staffing levels. Further, retirements by baby boom officers are a contributor to this patterns, but substantial numbers of departing officers are leaving the agency after only a few years of service (MacFarquhar, 2021). Why are police officers leaving after finishing the police academy? Covid, black lives matter movement, a strong economy in previous years aggravated recruitment and retention problems by luring some potential and new recruits away from law enforcement and into better paying jobs in the private sector. Current criticism of police over matters such as racial profiling and excessive use of force could be discouraging some from the profession as well. These problems could become worse as larger numbers of baby boom officers enter their retirement years. This raises the danger that Baltimore PD may feel pressure to lower their standards in order to fill positions, a move which has had demonstrably negative consequences in some places. Hence, strengthening methods for recruiting and retaining qualified officers could be emerging as one of the major contemporary challenges facing law enforcement administrators.

The Baltimore Police Department's critical shortage of officers continues to slow internal affairs investigations, contributes to low morale and is delaying many of the reforms required under a federal consent decree reached in April 2017. In Baltimore there's a history of police brutality, the citizens don't trust their police officers. In April 2017 a federal investigation found officers routinely violated resident's civil rights, especially in predominantly poor black neighborhoods, a consent decree was reached between the city and Justice Department. Hiring, retention still among top struggles for Baltimore police (Police 1 Report, 2022). The problem has also contributed to low morale, according to the monitors. A survey of officers found staffing to be a top concern. Police say demoralized officers are quitting in droves.

VII.III.I. CRITERIA TO EVALUATE ALTERNATIVE III

We can consider that not only higher salaries will turn into better officers, but also more benefits such as a 24/7 daycare for police children, maternity leave, etc. First of all we can use the data within Baltimore's Police Department to find out how many officers have children and through a poll we could find out how many of those officers would be interested in using a daycare within the facilities of Baltimore's Police Academy that is located at the University of Baltimore. Further, we can use the same poll to find out how many police-women out of the 2,300 police officers would be interested in taking care of the children of fellow co-workers. The Police Academy would need to be in charge of training these police women about child care. Once we have the staff who would be running the day-care it would be the time to promote a recruiting campaign in places that were not explored before, single moms would be an attractive group to consider due to the new conditions of the job, Let's keep in mind that the main objective of this day-care is to attract more qualified candidates to join the police department, so any one without a criminal background who could benefit from day-care could become a potential candidate to become a police officers with the ultimate goal to protect and serve everyone within the jurisdiction.

MEXICO

During the first semester of 2021 I traveled to Monterrey, Nuevo León (the second most productive city in México in terms of GDP, and capital of the state of Nuevo León that shares an international border with Texas) to promote an agenda of police professionalization with the then candidate Luis Donald Colosio Riojas,² and current mayor of Monterrey (2021-2024). Among

² The son of presidential candidate Luis Donald Colosio Murrieta, who was assassinated at a campaign rally in Tijuana during the Mexican presidential campaign of 1994.

the initiatives suggested was the establishment of a 24/7 daycare within Monterrey's Police Department to attract new profiles that could feel an attachment with the institution. This daycare was to be run by police women to avoid any additional expenses to the city's budget; a percentage of officer's paychecks would be taken for those ones using the daycare. Today, this is no longer a promise but a reality and all police officers in Monterrey have access to this daycare for their children. If we explore Monterrey's results and adapt it to Baltimore's reality we have an opportunity to tackle the crisis of qualified police officers that would lead towards the improvement of police-community relations in Baltimore, a city with a history of pain due to police abuse. Luckily, Baltimore Police Academy Director Dr. Gary Cordner is really motivated to learn from Monterrey's experience to see if it could work as a test case for similar innovations in Baltimore.

VIII. RECOMMENDATIONS

To generate the outcomes matrix for our recommendation and further implementation we have used the most recent data obtained from the each one of the five BPA classes from 2019, 2020, and 2021, as well as the current two classes of 2022 (that have not graduated at the time of publishing this APP), adjusted to the budgetary constraint of BPD. Further we have also analyzed the goals of the enforceable consent decree between the DOJ and Baltimore City to keep the window open for feasible policies.

Following a routine consent decree hearing in July 2021 a member of the monitoring board reported that BPD is 392 officers short. A much larger vacancy (133 difference) than reported by the BPD. Commissioner Michael Harrison explained the Department's figure of 259 officer short is based on the number of officers its budget allows, while the monitoring board is looking at what the staffing plan calls for in the consent decree, which results in 133 difference (Ashwell, 2021). Baltimore Police Commissioner and Baltimore's Mayor Brandon Scott support the idea of bringing more federal law enforcement partners in the fight against crime.

When we consider that the starting yearly salary for a Baltimore Police Officers is \$55,117.00USD, and the BPD budget allows the hiring of 259 additional police officers ($259 * \$55,117.00USD = \$14,275,303.00USD$) then we have the opportunity to increase the participation of female officers in BPD.

526 recruits joined BPA from 2019 to 2022, out of those only 78 were female, which represents 14.83%, a little higher than the national average, which is about 13%. That means that if BPD is convince to achieve the 30x30 initiative by 2030, then it would need to attract twice the number of female recruits than what it is attracting. And that will only mean that the new candidates will be closer to the 30% goal. Considering that a police retires within 20 years of

police job, then we could see that by the year 2050 will be a more realistic goal to have 30% of female cops representing BPD.

On top of that, to make sure that we go from 14.83% to 30% in 8 years (2022 to 2030).

First we need to increase by nearly 2% annually (1.89%) the recruitment of female officers, considering that BPA has five classes per year, then we are talking that by keeping a steady increment of 0.38% per class we would achieve our goal of having 30% female officers by 2030. In other words, BPA needs to recruit two additional female candidates - ceteris paribus - for the next years to make sure that at least the new ratio of police officers in Baltimore City are 30% female and 70% male. This results come from analyzing the past 17 classes (from 2019 to 2022) where we've seen an average recruitment of 31 recruits per class, and 4 of them were women, if we are able to attract two additional female recruit per class for the coming 8 years then we will have the opportunity to obtain promising results in policing, which hopefully will put us in a better place of understanding if crime rates are going down when more qualified female candidates join the police force.

VIII.I Outcomes Matrix

	Alternative 1	Alternative 2	Alternative 3
Effectiveness	Medium	Low	High
Feasibility	High	Low	Low
Cost	Medium	High	High
Adaptability	High	Medium	Low

1. Expand the Demand Creation Expense.
2. Modify Recruitment Standards
3. Increase Remuneration

IX. IMPLEMENTATION

Our results have clear implications for police recruiters, trainers, and upper-level managers interested in the representation and success of women in the police academy. It would be advantageous for Baltimore Police Academy to consider using successful women officers as individual trainers for women in topics where women, compared to men, are traditionally disadvantaged. It also may be time to actually reconsider the value of physical fitness standards in the training academy, as no published empirical research has yet demonstrated existing requirements relate to effectively conducting police work (National Institute of Justice, 2019). Research shows that nationally 17.6% of women recruits were dismissed from basic training for failure to meet these standards. What we do not know is the number of potential women recruits that did not attend the academy because of these requirements. This is not to say that physical fitness has no place in policing. Rather, a stronger, empirically-based connection should be demonstrated between the standards and street-level police activities and performance.

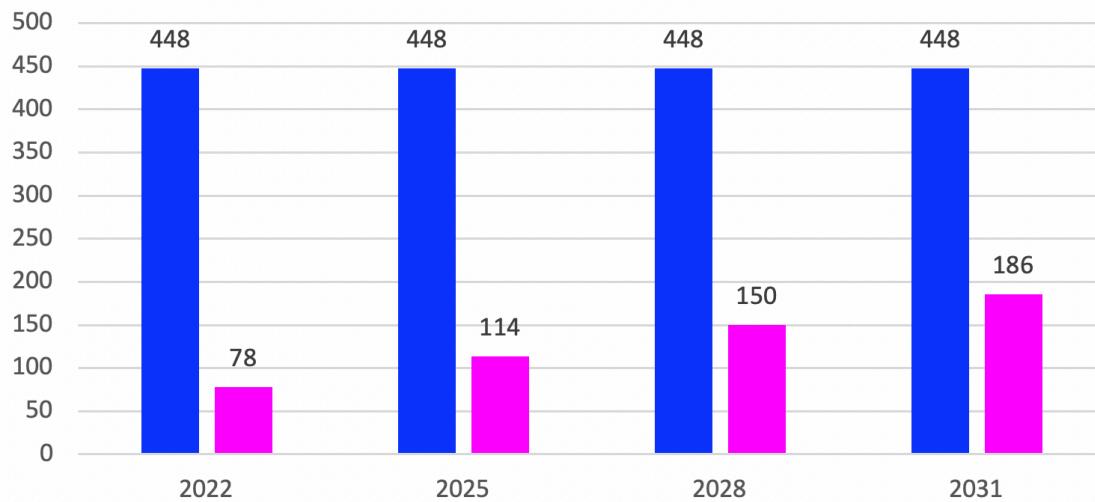
In America people ambition to become part of a system that allows you to do that and more. There's no other place on earth where you can become multimillionaire before you turn thirty, without committing any crime. But is that reality open to anyone? Is anyone with the desire to succeed in America able to do so despite their origin? What is the price to pay to succeed in America?

People are motivated by personal desires, those are individuals that participate in society and unless there's an emergency it is pretty clear that making another person change their mind about specific topic is pretty hard if not impossible. For instance, let's see how debates go during presidential campaigns. If you support a candidate from the blue party and see a debate you would think he or she did great, that the candidate from the other party won't be able to do a job

as good as your candidate. But if you were to watch that same debate with a red party supporter he or she will tell you a completely different story, that the red party candidate did great and that the candidate completely dominated the debate and could proclaim as the victorious of such exercise.

In society we see this type of interaction 24/7. We are always judging what others do but we don't take the time to reflect what we are doing wrong, or at least very few people do. If you are one of those ones who has the privilege to meditate in the morning or pray at night, then you can be one of those game changers and make a difference in society. Most of humans just live lives minding their own business and trying to make it. That's why when we have babies, we are injected with a boost of energy that motivates us to become better at everything since now we have a follower and we want to be the best possible leader, on top of that those followers share the same blood that is running through our veins. But if you are just one of the billions of humans that is just trying to make it day by day without reflecting on other person's problems or challenges then it will be very difficult for us as a whole to change the game into a better world. And that's why we elect public servants that do the job of fixing what is wrong.

Recruits Projections for Baltimore Police Academy



X. CONCLUSION

The ultimate goal for a police department is the reduction of criminal activities by preventing crime. When 30% of the total graduate police officers from the Academy by 2030 become qualified female police officers thanks to the campaign “***Real Women with Real Powers***” we are not suggesting that crime will automatically reduce itself. There have to be other public safety strategies at hand so we can communicate the residents of Baltimore City that the government is doing its job by having a new profile of law enforcement agents that can shift the perception against the BPD due to its history of widespread unconstitutional and discriminatory police practices in the city. Let’s not forget that the Baltimore City Police Department has been under an agreement with the federal government since 2017 due to a Justice Department investigation.

Women in law enforcement are **exceptional individuals passionate about serving their communities** who bring a lot to the job, including offering different ways of dealing with conflict. Women may not have the brute strength of men, but their bravery, creativity, and verbal skills make them ideal for the job. Many male police officers could learn a lot from their female counterparts. Some women now teach self-defense at police academies, since it’s been proven that size has nothing to do with being a good police officer. Women don’t go into a fight looking to keep the fight going. Police-women go into a fight looking to calm the situation. It’s just something about females, that some kids feel more comfortable talking to a mom-type person rather than a guy in a uniform who looks scary. These individuals can be identified with their character traits and qualities such as professionalism, bravery, strong ethics, and a deep respect and knowledge of laws.

At the end of the day, one of the best recruitment efforts is to tell somebody that we believe that they could do it. With these barriers in mind, the Baltimore Police Department has made a goal to have 30% of their recruits by 2030 be women. The goal comes under the 30x30 Initiative, a collaboration between the Policing Project at NYU Law, the National Police Foundation, the Police Executive Research Forum, the National Association of Women Law Enforcement Executives and others. The 30% goal was chosen based on the theory of representative bureaucracy. “It’s not until you reach 30% that the underrepresented group is able to positively benefit the culture of that group.” (McGough, 2021).

Danger is the major factor that makes anyone think twice about entering the field. It is dangerous, and becoming more dangerous every day. The unknown is what makes the job scary. Further, It’s a thankless job, there is a need to better understand what police officers go into on a daily basis, but also a need to acknowledge the police abuse of the past. Once the society sees police officers as friends, and not as the enemy, we will be in a better position to reduce crime rates in Baltimore City.

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