2005-2006 :: Police Department

1. Mission Statement:
The University of Texas at Dallas Police is committed to creating an environment in which teaching; research, community life and public service may flourish. All personnel are dedicated to excellence in upholding and enforcing the law and managing risks to ensure the safety of students, faculty, staff and guests at UTD. All personnel strive to maintain excellence and integrity in respecting the rights and dignity of all persons with whom they make contact.

2. Objectives:

2.1 Increase Staffing: Increase commissioned officer level from 19 to 22 to provide more shift coverage and services.

2.2 Training: Increase the number of in-house certified instructors to provide in-house state mandated training.

2.2.1 Standards and Associations:
Commission on Accreditation for Law Enforcement Agencies (CALEA) Texas Commission on Law Enforcment Officers Standards and Education (TCLEOSE)

2.3 Crime Reduction:
Reduce Crime through crime awareness programs and solve crimes through sound criminal investigative practices.

2.3.1 Standards and Associations: Commission on Accreditation for Law Enforcement Agencies (CALEA)

2.4 Capital Improvement Program:
Establish a cpital improvement program for equipment through the annual budget process and available grants. Budgeting a plan will reduce monies being spent on repairs of old equipment and technology. Obtain state of the art technology through grant funding.

2.4.1 Standards and Associations: Commission on Accreditation for Law Enforcement Agencies (CALEA)

2.5 Emergency Management:
To have UTD`s emergency operation plan NIMS compliant including the emergency operation plan and training of essential personnel.

2.6 Parking Services:
Move the Parking and Decal office operations to the Bursar`s Office for more efficient operations and to provide better customer service. If space it is not feasible to relocate within the Bursar`s Office, seek space in or near McDermott Library.

2.6.1 Related Strategic Plan Item(s): V-2 Enhanced Quality of Life; VI-5 University Village

2.6.2 Related Institutional Priority Item(s): SP-8 Reduce Costs

3. Measures & Findings:

3.1 Reports: Officer activity reports generated by the CAD System and officer assignment report.

3.1.1 Success Criteria:
To have 3 officers scheduled for duty on all 3 shifts and add a position to the criminal investigations division.

3.1.2 Related Objective(s): Increase Staffing

3.1.3 Results Related To Success Criteria: The University increased the authorized stregnth of the police department by 7 officers, taking us from 19 to 26, in June of 2006. At that time we were already down by 3 officers. No officers were hired the last quarter of FY06.

3.1.4 Achievement Level: Not Met

3.1.5 Further Action: Yes

3.2 Payroll : payroll sheets reflecting overtime paid for shift coverage.

3.2.1 Success Criteria: A 10% decrease in shift coverage reflected by the payroll sheets.

3.2.2 Related Objective(s): Increase Staffing

3.2.3 Results Related To Success Criteria:
We had a 32% decrease in shift coverage from FY05 to FY06. In FY05 we had 681 hours of shift coverage and FY06 we had 460 hrs of shift coverage.

3.2.4 Achievement Level: Met

3.2.5 Further Action: No

3.3 Monthly Log: Computer Aided Dispatch (CAD) generated monthly log.

3.3.1 Success Criteria:
The response time for non-emergency calls for service, generated by the CAD call log, will average less than 15 minutes.

3.3.2 Related Objective(s): Increase Staffing

3.3.3 Results Related To Success Criteria: The average response time for non-emergency calls for 2005 was 90 seconds.

3.3.4 Achievement Level: Met

3.3.5 Further Action: No

3.4 Training roster: The training roster relfecting all certifications held by commissioned officers.

3.4.1 Success Criteria: The roster reflects 6 commissioned officers holding TCLEOSE Instructor certifications.

3.4.2 Related Objective(s): Training

3.4.3 Results Related To Success Criteria:
The roster reflects 4 commissioned officers holding TCLESOSE Instructor certifications. We had 6 but two officers left the department; McMillan and Stearns.

3.4.4 Achievement Level: Partially Met

3.4.5 Further Action: Yes

3.5 Training records: Department training records and reports.

3.5.1 Success Criteria: All state mandted training is conducted in-house by our instructors or online.

3.5.2 Related Objective(s): Training

3.5.3 Results Related To Success Criteria:
During FY06 16% of the training received by the officers (accumulative of 546 hours) was conducted in-house.

3.5.4 Achievement Level: Not Met

3.5.5 Further Action: Yes

3.6 Uniformed Crime Report (UCR): The UTD PD crime statistics as reported to the UCR.

3.6.1 Success Criteria: Annual crime statistics show a decrease in crime by 5%.

3.6.2 Related Objective(s): Crime Reduction

3.6.3 Results Related To Success Criteria: Our crime statistics show that crime actually rose by 17% from 2005 to 2006. A majority of that comes from the increase of liquor law violations (FY05 = 70 and 2006 = 133). Part I crimes (assaults, robberies, burglaries, thefts) rose by 9% and Part II crimes (public order) rose by 21%.

3.6.4 Achievement Level: Not Met

3.6.5 Further Action: Yes

3.7 U.T. System Police annual report :
The clearance rate of crime as reported to the UT System Director of Police and printed in the annual (calendar) report.

3.7.1 Success Criteria: Annual report shows an increase in the clearance rate by 5% from previous calendar year.

3.7.2 Related Objective(s): Crime Reduction

3.7.3 Results Related To Success Criteria: Over-all our clearance rate decreased by 4%. Part I crimes` clearance rate decreased from 30% in 2005 to 17% in 2006; the largest occuring in theft crimes which decreased from 25% in 2005 to 8% in 2006. Part II crimes actually increased by 5% from 74% in 2005 to 79% in 2006.

3.7.4 Achievement Level: Partially Met

3.7.5 Further Action: Yes

3.8 Crime Prevention Annual Report:
The report generated reflecting programs presented and developed by the crime prevention office.

3.8.1 Success Criteria:
Develop program presentations for sexual assault, robbery, assault, burglary, theft and substance abuse to be used for in-person/program and online use.

3.8.2 Related Objective(s): Crime Reduction

3.8.3 Results Related To Success Criteria:

We have transformed some of our crime prevention programs to a powerpoint format to be placed online.

3.8.4 Achievement Level: Partially Met

3.8.5 Further Action: Yes

3.9 Budget: Police Department fiscal year budget requests and approvals/outcomes.

3.9.1 Success Criteria:
A patrol vehicle is purchased each fiscal year. The funds spent of vehicle maintenance/repairs is reduced by 25% from previous year.

3.9.2 Related Objective(s): Capital Improvement Program

3.9.3 Results Related To Success Criteria: A patrol vehicle was purchased mid-year of FY06 and the University laid out a plan to purchase one new patrol vehicle per year. The cost savings could not be properly calculated for FY06 since the new patrol vehicle was not in-service the entire year.

3.9.4 Achievement Level: Partially Met

3.9.5 Further Action: Yes

3.10 Grant application file:
grant applications file for those grants (technology/equipment)applied for and status of award.

3.10.1 Success Criteria:
Awarding of grants to which we applied acquiring technology and/or equipment reducing the cost to the University.

3.10.2 Related Objective(s): Capital Improvement Program

3.10.3 Results Related To Success Criteria:
UTD PD were awarded 3 Federal technology grants worth $57,000; wireless color video surveillance system, computer based video processing system that provides state of the art forensics and video editing software, a remote video surveillance system.

3.10.4 Achievement Level: Met

3.10.5 Further Action: No

3.11 Emergency Operation Plan : Emergency Operation Plan training records.

3.11.1 Success Criteria:
All training and emergency operation plan manual is complete according to NIMS requirements.

3.11.2 Related Objective(s): Emergency Management

3.11.3 Results Related To Success Criteria:
The Sergeant in charge of the Emergency Operation Plan resigned from the Department during FY06. In May of 2006, Dr. Terry (VPBA) approved the inception of an Office of Emergency Management to operate under the Police Department. This office would coordinate compliance, training and resources between the Police and Environmental Health & Safety Departments.

A temporary emergency management coordinator has been hired and is actively working on updating the Emergency Operation Plan. It should be complete in the early Fall 07. All Officers have been trained under the NIMS requirements.

3.11.4 Achievement Level: Partially Met

3.11.5 Further Action: Yes

3.12 Campus Map and Directories:
The campus map showing locations of offices on campus, along with all UTD public information directories.

3.12.1 Success Criteria: To have the Parking Office operations located in or near the Bursar`s Office.

3.12.2 Related Objective(s): Parking Services

3.12.3 Results Related To Success Criteria:
We were able to move the Parking Office operations in with the Bursar`s Office. All employees, Parking and Bursar, were cross trained in both operations. This has increased efficiency not requiring daily reports to be faxed between the two offices and customers had "one stop shopping" for decals.

3.12.4 Achievement Level: Met

3.12.5 Further Action: No

5. Closing the Loop:

5.1 Increased Staffing:
To be fully staffed so we can schedule 3 officers for all three shifts and to staff the Waterview Park sub-station from 6p-3a, 7 days a week from either an assigned duty when we are fully staffed or altering the duty schedule.

5.1.1 Related Objective(s): Increase Staffing; Crime Reduction

5.1.2 Related Measure(s): Monthly Log

5.1.3 Responsible Person: Captain Talkington

5.1.4 Target Date: Septemenber 1, 2007

5.1.5 Priority: High Priority

5.2 Increase Instructor Certifications to 6 Officers: Increase the number of in-house TCLEOSE instructors from 4 to 6 so we can provide more in-house/in-service training.

5.2.1 Related Objective(s): Training

5.2.2 Related Measure(s): Training roster; Training records

5.2.3 Responsible Person: Captain Talkington

5.2.4 Target Date: 12/31/07

5.2.5 Priority: Low Priority

5.3 Training library:
When TCLEOSE releases curriculums for mandated training, that is not offered online, we will order the curriculum so we can conduct the training in-house.

5.3.1 Related Objective(s): Training

5.3.2 Related Measure(s): Training roster; Training records

5.3.3 Responsible Person: Captain Talkington

5.3.4 Target Date: 9/1/2007

5.3.5 Priority: Low Priority

5.4 Reduction in Crime:
Reduce Class I & II crimes by 5% in calendar year 2007. In 2006, from 2005, there was an increase in thefts and liquor law violations. We will strive to accomplish this through inreased foot patrols by additional personnel(additional staff that has been authorized, but not hired) and more crime awareness training.

5.4.1 Related Objective(s): Increase Staffing; Training; Crime Reduction

5.4.2 Related Measure(s):
Reports; Monthly Log; Training roster; Uniformed Crime Report (UCR); U.T. System Police annual report ; Crime Prevention Annual Report; Training records

5.4.3 Responsible Person: Captain Talkington & Crime Prevention Unit

5.4.4 Target Date: immediately; patrols as personnel increases

5.4.5 Priority: High Priority

5.5 Increase clearance rate: Increase the clearance rate for Class I & II crimes by 10%.

5.5.1 Related Objective(s): Increase Staffing; Crime Reduction

5.5.2 Related Measure(s): U.T. System Police annual report

5.5.3 Responsible Person: Captain Talkington & Criminal Investigations Unit

5.5.4 Target Date: immediately

5.5.5 Priority: Low Priority

5.6 Crime & Saftey Awareness programs:
Schedule brown-bag lunch programs for faculty/staff/students on a monthly basis. Schedule one student/evening program a month.

5.6.1 Related Objective(s): Increase Staffing; Training; Crime Reduction

5.6.2 Related Measure(s): Monthly Log; Training roster; Training records; Crime Prevention Annual Report

5.6.3 Responsible Person: Captain Talkington & Crime Prevention Unit

5.6.4 Target Date: 3/1/2007

5.6.5 Priority: Medium Priority

5.7 Emergency Operation Plan completion: To have all annexes to the Emergency Operation Plan completed.

5.7.1 Related Objective(s): Emergency Management

5.7.2 Related Measure(s): Payroll ; Emergency Operation Plan

5.7.3 Responsible Person: Captain Talkington & Office of Emergency Management

5.7.4 Target Date: immediately

5.7.5 Priority: High Priority

6. Analysis:

6.1 Program/Unit Strengths:

6.1.1 Objectives/Outcomes Exceeded or Met: Increased Staffing:

We have not been successful in filling all of the vacant commissioned officer positions. However, what is promising is that our Police Explorer program has been more successful than anticipated in recruiting new officers. Five out of the last six officers hired are former Explorers. Our Explorer Program has a very diverse pool, in ethnicity, gender and academic programs, that we may not have from the traditional recruiting programs.

Capital Improvement:

Acquiring a budget line-item for a new patrol vehicle annually, allows us to implement a sound fleet management program.

The Department was able to secure over $50,000 in equipment through grant funds. This includes surveillance equipment and digital restoration/enhancement.

Parking Services:

Moving the Parking & Decal office operations to the Bursar's Office was a tremendous achievement. The efficiency of financial reporting increased and we are able to provide better customer service to the community. The employees from both offices have been cross trained and work very well together.

Emergency Management:

This area required a lot of time and effort in developing an emergency operation plan that is NIMS compliant and coordinating with departments/schools within and outside of the University. When Dr. Terry approved the Office of Emergency Management, within the Police Department and we were able to hire a temporary Emergency Management Coordinator, the time and effort increased immensely. We are fortunate to have a temporary Emergency Management Coordinator who serves on national higher-education/emergency management committees including an accreditation assessing team for emergency management on campuses.

6.2 Program / Unit Weakneses:

6.2.1 Objectives / Outcomes Partially or Not Met: Many of my outcomes were either directly or indirectly related to being fully staffed at the commissioned ranks. However, at the "fullest" strength, we were still down by 6 officers. This reduced our strength in the criminal investigation division which had an impact on the clearance rate. We were not able to staff the Waterview Park apartment sub-station, increase shift coverage or provide many crime awareness programs as we intended. The Office of Emergency Management, even though it was not fully met, took on many tasks that were not originally intended yet made great progress on the completion of the emergency operation plan and coordination of training.

We need to be able to recruit and retain officers if we want to provide the services that the University expects and desires. Until we can reach full strength at the commissioned ranks, we will fall short of that goal.

7. Report:

7.1 Executive Summary: Executive Summary

As stated in our policy on goals and objective, it is this Department's policy to assess the service needs of the University of Texas at Dallas campus and the Department's needs to ensure we can a safe and healthy environment. We strive to provide the UTD community with quality police services based upon organizational values and a mission which provides direction,

Our organizational values are based on maintaining the public trust through:

A. Integrity: fidelity to truth in thought, word and deed

B. Compassion: honesty and sincerity in interpersonal interactions

C. Excellence: extending oneself toward authenticity and perfection

D. Innovation: creativity through inspiration, imagination and action

With these values as our foundation, the department's mission statement evolved:

The University of Texas at Dallas Police are committed to creating an environment in which teaching, research, community life and public service may flourish. All personnel are dedicated to excellence in upholding and enforcing the law and managing risks to ensure the safety of students, faculty, staff and guests at UTD. All personnel strive to maintain excellence and integrity in respecting the rights and dignity of all persons with whom they make contact.

To carry out and achieve our goals and objectives, we need to increase our commissioned staffing levels. Currently we have enough officers to staff each shift with a minimum of 2 officers which is an officer safety issue (if one officer is on another call/arrest, it leaves an officer alone to respond to calls).

- It allows us to:
    - Respond to calls
    - Make periodic patrols in buildings/Waterview

- It does not allow us to:
    - Interact with the students & staff
        - It is essential we build a rapport with the students, especially the freshman and in Waterview Park Apartments
        - Volunteer as advisors for Alternative Spring Break trips as we did once and it was a success.
    - Present crime awareness programs
        - This needs to be conducted not only to the students, but also to the staff
    - Concentrate patrols in areas reflected by our crime mapping
    - Conduct in-service training such as legal updates

- The level of police services we can provide with this staffing is reactionary and not proactive.

- A university campus really needs to have a strong community policing program, a "sound" one and not one "on paper"

UT System has strict guidelines on our hiring and promoting processes, such as:

- New officers must attend the UT System academy, unless:
    - The department is down by 15%
        - At which time we can accept lateral transfers from other police agencies, as long as the transfer meets experience/educational requirements and passes the written and physical agility test required for all recruits and they possess an Intermediate Certificate
        - You can hire transfers as long as you do not already have 25% of your force as transfers
- Cadets must have 30 hrs of college
- Academy is 22 weeks long
    - There are 2academy classes a year:
        - January, graduating in June
        - July, graduating in December
    - It can take 18 months to have an officer "on patrol" if you have a position open during an academy.
        - When they come out of the academy, they must go through a state-mandated field training program which is 14 weeks long.
- Salary and benefits are not competitive with area agencies, at the entry level and the supervisory and command ranks, we are significantly behind UTSW (e.g. their Lieutenants' salary is higher than my Assistant Chief). We have lost officers to the cities of Richardson, Plano, Frisco and Carrollton.

The University is growing in both the population and in the quantity and quality of research. As our mission statement indicates, the police department must make every effort to protect the Universities human and property

assets. To achieve this we must project staffing levels accordingly, keeping in mind the time and effort to hire one cadet/officer.

The University must also be prepared to respond if a crisis occurs, whether it is caused from a natural, technological or human event. This will require a sound emergency operation and business continuity plan. The emergency response must be coordinated with University, local, state and possibly federal agencies. Dr. Terry created an office of emergency management under the direction of the police department in May of 2006, to coordinate this effort. This office was able to hire a temporary civilian emergency management coordinator from open officer positions/salaries. The temporary employee has made great strides in coordinating the office, bringing the university into compliance with federal and state regulations. A creation of a Community Emergency Response Team (CERT) has provided the University with a cadre of over 50 volunteers within the University who have been trained in emergency response, search and rescue.

7.2 Top 3 Program/Unit Accomplishments: Highlights

Despite the police department being understaffed, the officers and other department personnel have accepted many billets out of their loyalty to the University. During Fiscal Year 2006, we were able to implement the;

• Rape Aggression Defense (RAD) and

• Community Emergency Response Team (CERT) programs.

We were able to:

- Renovate our communications center which made the operations more efficient.
    - However, much of the equipment (radio, computers, phone) is dated and in come cases obsolete.
    - For example, the 911 system on campus does not provide us with correct location and contact information.
    - The radio system does not allow the officers and telecommunication operators to always communicate inside of buildings.
- Hire a temporary Emergency Management Coordinator to
    - draft a comprehensive emergency operation plan,
    - coordinate training/resources between the Police and Environmental Health and Safety Office,
    - Coordinate the Office of Emergency Management's interactions with the campus, local, system and state stakeholders.
- Relocate the Parking/Decal Office operations to the Bursar's Office to increase the efficiency of both offices and to be more customer service friendly by not requiring customers to travel to the police department to conduct business.

7.3 Public Service:

Public / Community Service:

CERT:

- The UT Dallas Community Emergency Response Team (CERT) Program educates people about disaster preparedness for hazards that may impact their area (both at home and at the university) and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. Using the training learned in the classroom and during exercises, CERT members can assist others in their neighborhood or workplace following an event when professional responders are not immediately available to help. CERT members also are encouraged to support emergency response agencies by taking a more active role in emergency preparedness projects in their community.

RAD:

- R.A.D. Systems is actually a functioning network of dedicated self defense instructors that was established in 1989. This alliance of Instructors believes that self defense should be easy to learn, easy to retain, and relatively easy to employ during real confrontational situations. This alliance believes that self defense training should be accessible and affordable for all women and children. They believe that their efforts to oppose violence will be more effective together, than as individuals. As a network they can assist one another with programs, equipment, references, experiences and insight. But most importantly, they honor each others teachings, allowing each of them to give every participant they train, a lifetime return and practice invitation anywhere there is a R.A.D. Program being offered - **Cost Free**! UTD police department allows family members to attend, if room is available.

Law Enforcement Explorers:

- Law Enforcement Explorers is a co-ed program that is for students interested in learning more about a career in law enforcement. This program offers the student an opportunity to gain invaluable experiences, training, and preparation for a law enforcement career. The police department developed a curriculum that
- allows UTD students to earn 6 college internship credit hours through the program.
    - The UTD Police Department hosts the Texas Law Enforcement Explorer state competition on campus every Spring.
    - The UTD Police Department Explorers have been awarded numerous "Best Overall Team" and "Best Overall Post" in competitions across the state.
    - In July 2006 our Explorer Post competed in the National Competition held at Northern Arizona University in Flagstaff, AZ and they won 1st place in Crisis Intervention and 3rd Place in Community Service, which is where they had a table showing activities they are involved in/provide to the community along with being interviewed on the same topics.
    - Chief Ridge serves on the National Law Enforcement Explorer Committee.

The Police Department has members on or are affiliated with:

- FBI-National Emergency Alert System
- Texas Office of the Attorney General Special Crimes Network
- Dallas FBI Emergency Response Network
- FBI - North Texas Joint Terrorism Task Force (JTTF)
- FBI Cyber Crime Task Force
- National Drug Intelligence Center
- US Attorney Organized Crime & Drug Enforcement Task Force
- International Association of Chiefs of Police (IACP)
    - Lt. Finney serves on the Police Investigative Operations Committee
- International Association of Campus Law Enforcement Administrators (IACLEA)
- Texas Crime Prevention Association
- Texas Police Chiefs Association
- North Texas Police Chiefs Association
- Texas Police Association

7.4 Contributions to UTD: Contribution to the Institution:

The UTD Police are committed in our role of carrying out the mission, goals and objectives of the institution. Some of the areas in which we have dedicated resources to the mission are as follows:

Initiative Two: Preparing Students for Tomorrow's Challenges

Action 2.2: Living-Learning Communities & Action 2:3 Investment in People

- Our Police Explorer Program is a co-ed program that is for students interested in learning more about a career in law enforcement. This program offers the student an opportunity to gain invaluable experiences, training, and preparation for a law enforcement career. We have developed a curriculum for the program that enables students to earn up to 6 internship credit hours through the Crime and Justice Studies Department. This program also provides us with a recruiting pool for prospective police officers "for the University, from the University". Five out of the last six police officers hired are former Police Explorers.

- T he department has a community liaison program to improve communication between the Police Department and the community which it serves. We're here to develop a partnership to better serve the community. Through this program, specific groups will have officers assigned to help address the concerns of the group as well as the needs of the Police Department. Additionally, Officers may serve as Advisors to registered student organizations. The officers assigned to this program will be a link from the Chief's office to these groups. The Chief's door continues to be open to those in the community, but we hope this program will encourage a relationship of cooperation and service between the Police and the community. Organizations in which we have liaisons and/or serve as advisors are: Greek Life, Black Student Alliance, Athletics, Residential Life, Mulit-Cultural Services, SUAAB-Student Union, Student Government, Alpha Phi Omega, Baptist Student Ministries and the Criminology Club.

Initiative Six: Making a Great City even Greater

Action 6.4: Community Outreach

- The police department officers two programs that we open to the University community and "extended community"; Community Emergency Response Team (CERT) and Rape Aggression Defense (RAD).
    - The UT Dallas Community Emergency Response Team (CERT) Program educates people about disaster preparedness for hazards that may impact their area (both at home and at the university) and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. Using the training learned in the classroom and during exercises, CERT members can assist others in their neighborhood or workplace following an event when professional responders are not immediately available to help. CERT members also are encouraged to support emergency response agencies by taking a more active role in emergency preparedness projects in their community.

- RAD is a self defense program for women that is easy to learn, easy to retain, and relatively easy to employ during real confrontational situations.

- Our Police Explorer program and our CERT program both work closely with area municipalities in training, sharing of resources and information.

7.5 Top 3 Program / Unit Challenges: Challenges:

The UTD Police Department must create a working environment that appeals to the high quality of applicants we seek to recruit as a University of Texas at Dallas Police Officer and the University expects. Our greatest resource for recruiting is the Police Department's Police Explorer Program. However, the salaries at the local agencies (to which we lose officers and Explorers) is significantly higher than UTD's so we must provide and environment that will compete at some level. This competition includes salary (including step-plan), educational and professional development and empowerment. These are the same incentives that will retain the officers. We will need to:

- Work with Human Resources in developing a new pay/step plan
- Identify Explorers who would be an asset to the department and UTD as an officer
- Recruit from community and junior colleges to employ officers
- Develop an online recruiting video

- The current hiring policies in the System Office of the Director of Police has a negative impact on recruiting. The issues that have a negative impact were stated in the Executive Summary and consisted of:

- New officers must attend the UT System academy, unless:
    - The department is down by 15%
        - At which time we can accept lateral transfers from other police agencies, as long as the transfer meets experience/educational requirements and passes the written and physical agility test required for all recruits.
        - You can hire transfers as long as you do not already have 25% of your force as transfers

- Cadets must have 30 hrs of college

- Academy is 22 weeks long
    - There are 2 a year:
        - January, graduating in June
        - July, graduating in December
            - It can take 18 months to have an officer "on patrol" if you have a position open during an academy.
                - When they come out of the academy, they must go through a state-mandated field training program which is 14 weeks long.