



**Montana Public Safety Officer  
Standards and Training Council  
2010-2014 Long Range Operational Plan  
May 4, 2011**

**EXECUTIVE SUMMARY**

The Montana Peace Officer Standards and Training Advisory Council became the Montana Public Safety Officer Standards and Training (POST) Council on July 1, 2007 as a result of legislative action established through MCA [2-15-2029. Montana public safety officer standards and training council -- administrative attachment -- rulemaking.](#) The legislation established the council as a quasi-judicial board and administratively attached it to the Montana Department of Justice, rather than the Montana Board of Crime Control. POST members are appointed by the governor subject to confirmation by the Montana Senate.

POST Council duties and responsibilities are established in MCA [44-4-403. Council duties -- determinations -- appeals](#) and provide that the council shall:

1. Establish basic and advanced qualification and training standards for employment of Montana public safety officers
2. Conduct and approve public safety officer training
3. Provide for certification or recertification of public safety officers and for the suspension or revocation of certification of public safety officers

The law also provides that:

1. The council may waive or modify a qualification or training standard for good cause
2. A public safety officer who has been denied certification or recertification or whose certification or recertification has been suspended or revoked is entitled to a contested case hearing before the council. The council's decision may be appealed to the Board of Crime Control, whose decision is subject to judicial review.

POST Council staff members did not transfer when the transition to the Department of Justice occurred in July 2007. Two positions and a small operational budget were included in the transition and the POST Council hired a new executive director in August 2007. The director worked closely with Department of Justice staff during the transition period identifying and establishing necessary fiscal resources and support and human resource staffing. A full-time administrative support staff member was hired in March to support the director, whose responsibilities include administering POST activities on a daily basis and supporting council activities.

The POST Council held a planning retreat in Bozeman on Feb. 19-20, 2008, to allow council members to discuss POST responsibilities and processes in light of the transition;

to ensure a clear mission and commonly held vision of the future; and to establish operational goals.

## **MISSION, VISION AND GOALS**

### **Mission Statement:**

To assure competency & promote quality performance by public safety officers by establishing, maintaining and promoting excellence in standards and training

### **Vision Statement:**

The public is safe, secure and has confidence in and respect for Montana public safety officers.

### **Goals:**

1. Determine staff and committee fiscal and staffing needs for budget approval through the governor's executive planning process; establish adequate funds to carry out statutory functions; identify alternative money sources.
2. Develop and operationalize a fully functioning POST data base.
3. Establish an educational certification review and approval process and secure resources to hire a staff curriculum specialist to approve training courses, curricula and trainers.
4. Research, develop, and implement POST certification testing and annual recertification training requirements.
5. Review statutes applicable to POST functions and activities, identify conflicts or other clarification needs and draft bill proposals for legislative action.
6. Identify and record POST Council authority and responsibility through an ongoing review of administrative rules.
7. Establish a POST policy management process and draft policy and operational procedures related to council responsibilities and functions.
8. Establish communication channels with the seven Montana Tribal Councils to assure understanding of POST functions and processes.
9. Review and update as needed a POST Council communication plan to ensure that public safety officers, the public and other stakeholders have access to and are kept abreast of council activities and actions.

## **BACKGROUND INFORMATION:**

Until the 2007 legislative session, the POST Advisory Council operated as an advisory council to the Montana Board of Crime Control.

In 1983, the legislature passed MCA 7-32-303 Peace officer employment, education, and certification standards, for peace officers. In 1985 the Montana Board of Crime Control formulated the Peace Officers Standards and Training Advisory Council, whose responsibilities and membership were outlined in ARM 23.14.401.

The 1989 Legislature authorized the Board of Crime Control to promulgate rules for the certification of local detention officers and, in 1991 the Legislature gave the Board of Crime Control the authority to certify public safety communications officers and probation and parole officers.

Then in 1993 the board received authority to certify motor carrier services officers and county coroners, as well as the authority to develop procedures for revoking or suspending the certification of peace officers, detention officers, detention center administrators and public safety communications officers.

The 1995 Legislature gave the board the authority to grant up to 180-day extensions to coroners, who due to extenuating circumstance require extra time to complete the mandatory two-year training.

In 1999, lawmakers gave the Board of Crime Control authority to certify corrections officers in adult and juvenile correctional facilities.

The 2007 legislative session eliminated the Montana Peace Officers Standards Training Council when it implemented Senate Bill 273. The measure created the Montana Public Safety Officers Standards and Training Council, an independent, quasi-judicial board, as provided in 2-15-124 MCA. The council was administratively attached to the Department of Justice as described in 2-15-2029, MCA, with specific exemptions to 2-15-121, MCA. Another statute, 2-15-2029 MCA, authorized the council to promulgate rules for the implementation of the provisions of Title 44, chapter 4, part 4. SB273 authorized the newly formed council to set the employment and training standards for all Montana public safety officers as defined in 44-4-401 MCA, which for the first time in state history included reserve officers and sheriffs.

### **ORGANIZATION AND MANAGEMENT:**

The Montana Public Safety Officer Standards and Training (POST) Council is a quasi-judicial board, attached to the state Department of Justice. The council may hire its own personnel, independently conduct its business and may adopt administrative rules to implement Title 44, chapter 4, part 4. As established in MCA [2-15-2029. Montana public safety officer standards and training council -- administrative attachment -- rulemaking](#), the Department of Justice does not direct and supervise the budgeting, recordkeeping, reporting, and related administrative and clerical functions of the council, provide staff for the council or represent the council in communications with the governor.

As a quasi-judicial board, the Montana POST Council performs adjudicatory functions which require members to exercise judgment and discretion when interpreting, applying and enforcing existing rules and laws affecting Montana's criminal justice agencies and personnel. As provided for in MCA [44-4-403. Council duties -- determinations -- appeals](#), the council establishes basic and advanced qualification and training standards for employment, conducts and approves training, provides for certification, recertification, suspension and revocation of certification of Montana's public safety officers. Additionally, the council investigates complaints of illegal or unethical conduct of public safety officers, determining the rights and interests of adverse parties, evaluates and passes on facts, and in contested cases conducts hearings. Decisions of the council may be appealed to the Board of Crime Control as provided in MCA [44-4-301. Functions](#).

Per MCA [2-15-124. Quasi-judicial boards](#), the governor appoints the council members. A majority of the members must be appointed to serve for terms concurrent with the gubernatorial term and until their successors are appointed. The remaining members are appointed and serve for terms ending on the first day of the third January of the succeeding gubernatorial term and serve until their successors are appointed. It is the intent that the governor appoint a majority of the members at the beginning of his/her term and the remaining members in the middle of the term. The appointment of each council member is subject to the confirmation of the Senate.

The council consists of no more than 13 voting members. The membership must include but is not limited to:

- One state government law enforcement representative;
- One chief of police, who may be appointed based on recommendations from the Montana Association of Chiefs of Police
- One sheriff, who may be appointed based on recommendations from the Montana Sheriffs' and Peace Officers' Association;
- One representative from the Department of Corrections;
- One local law enforcement officer in a non-administrative position, who may be appointed based on recommendations from the Montana Police Protective Association;
- One detention center administrator or detention officer;
- One Montana-certified tribal law enforcement representative;
- One county attorney, who may be appointed based upon recommendations from the Montana County Attorneys' Association;
- Two members of the Board of Crime Control; and
- Three Montana citizens at large who are informed and experienced in the subject of law enforcement.

Council members are entitled to be paid \$50 for each day in which the member is actually necessarily engaged in the performance of board duties. They are also entitled to be reimbursed for travel expenses, as provided in MCA [2-18-501. Meals, lodging, and transportation of persons in state service](#) through MCA [2-18-503. Mileage -- allowance](#). Council members who are full-time salaried officers or employees of the state, a city or

county, are not entitled to be compensated for their services unless they perform their board duties outside their regular working hours or during time charged against their leave.

**Current Council Membership:**

<b>Name</b>	<b>City</b>	<b>Term Start</b>	<b>Term End</b>	<b>Qualifications</b>
Winnie Ore	Helena	10/15/2007	01/01/2015	Public Representative Chairperson
Steve Barry	Helena	10/15/2007	01/01/2013	Dept. of Corrections Rep, Vice Chairperson
Tony Harbaugh	Miles City	10/15/2007	01/01/2013	Sheriff
Mike Anderson	Helena	10/15/2007	01/01/2015	Board of Crime Control Representative
Dennis McCave	Billings	10/15/2007	01/01/2013	Detention Center Rep.
Bob McCarthy	Butte	10/15/2007	01/01/2013	Public Representative
Raymond Murray	Missoula	10/15/2007	01/01/2013	Public Representative
Greg Watson	Missoula	02/12/2009	01/01/2013	State Government Law Enforcement Rep.
Georgette Hogan Boggio	Hardin	02/01/2009	01/01/2015	County Attorneys Representative
Harold Hanser	Billings	08/06/2010	01/2013	Board of Crime Control Representative
James Smith	Libby	01/19/2011	01/01/2015	Chief of Police Rep.
John Schaffer	Great Falls	01/19/2011	01/01/2015	Local Law Enforcement Officer Representative (Non-Administrator)
Lewis Matthews	Wolf Point	01/19/2011	01/01/2015	POST Certified Tribal Law Enforcement Rep.

The POST office is located on the campus of the Montana Law Enforcement Academy in the north Helena Valley. Daily operations of the council are performed by the executive director and administrative support staff.

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### **SERVICES PROVIDED:**

The council provides the following services:

- Information on becoming a public safety officer: Individuals interested in becoming Montana public safety officers, are advised to contact the specific agency they would like to work for. Officers working in other states are directed to read the Guidelines for Out-of-State Officers.
- POST Certificates: Under Administrative Rule 23.13.204, the basic, intermediate, advanced, supervisory, command, administrative and other certificates are established and awarded for the purpose of promoting professionalism, education, and the experience necessary to perform the duties of a public safety officer.
  - Certificates remain the property of the council. The council has the authority to recall, sanction, suspend, or revoke any or all certificates upon good cause as determined by the council.
- Extensions: Under MCA 7-32-303, the POST Council may extend the one-year time requirement for attending the applicable basic course upon the written application of the public safety officer and his or her appointing authority.
- Revocations and Suspensions: Under Administrative Rule 23.13, Subchapter 7, the POST Council reviews complaints against public safety officers and, if appropriate, may revoke or suspend an officer's certification.
- Agency Compliance Monitoring and Training: Under direction of the council, POST staff review and evaluate records, and train agency administrators to ensure compliance with relevant Montana Code and Administrative Rules affecting public safety officers as defined in MCA 44-4-401. Definitions.
- The Montana POST Integrity Report: This provides a summary of revocation and suspension cases on which the POST Council has ruled since 2004.
- Conducts and approves public safety officer training: Under Administrative Rule 23.13.301 (Qualifications for Approval of Public Safety Officer Training Courses), the council is responsible for the approval of all public safety officer training programs.
- Training and Certification Transcripts: These are made available via the Internet 24/7 by logging on at <http://www.doj.mt.gov/enforcement/post/login.asp>.

Transcripts printed from this website are considered "unofficial reports." Officers needing an official signed copy of their transcript are required to contact POST staff.

- POST Forms and other documents: These are available online in fill-in format that can be downloaded to a computer. Agency administrators or their designees must sign the documents before mailing them to POST. The following documents are available to download and print.

<b>Title</b>	<b>Description</b>
<b>Application for Award of Certificate</b>	Used by public safety officers to apply for a POST Certificate.
<b>Application for Course POST Credit</b>	Used by public safety officers to apply for POST course credit.
<b>Application for POST Credit for Out-of-State and Other Courses</b>	Used by public safety officers to apply for POST credit for training courses not yet approved for credit or held out of state.
<b>CJIN POST Certification Form</b>	Used to request CJIN certification and POST credit for CJIN training.
<b>Employment Status Form and Instructions</b>	Used by agencies to notify POST of the hiring, rank change or termination of a public safety officer; must be forwarded to the POST Council within 10 days. May be submitted via <a href="#">e-mail</a> .
<b>Integrity Reports</b>	A summary of revocation and suspension cases the POST Council has ruled on since 2004; updated quarterly following POST Council meetings.
<b>Master Instructor Application</b>	Used to apply for or renew POST Certification as a master law enforcement instructor. See <a href="#">Nov. 21, 2008 Bulletin</a> .
<b>Primary Instructor Application</b>	Used to apply for or renew POST Certification as a primary law enforcement instructor. See <a href="#">Nov. 21, 2008 Bulletin</a> .
<b>Professional Instructor Application</b>	Used to apply for or renew POST Certification as a professional law enforcement instructor. See <a href="#">Nov. 21, 2008 Bulletin</a> .
<b>Standard Application for Position of Public Safety Officer in the State of Montana</b>	Used by to apply for a position of Public Safety Officer in the State of Montana.
<b>Training Program Attendance</b>	Training roster required for all courses of more than eight hours, or held over more than one day.
<b>Training Roster</b>	Used for all courses pre-approved by POST for credit hours.

### **COMMUNICATION PLAN:**

Effective communications plays a critical role in the success of most entities including private business, public agencies, boards and councils. Satisfaction surveys demonstrate the critical link between a successful communication program and organizational success.

Positive customer-agency relationships are expressed through trust, satisfaction and commitment, which translate into high customer satisfaction and program success.

The council, executive director and staff commitment to effective communication, evidenced by what they say and how they say it, has a profound impact on customer satisfaction and the council's bottom line, meeting the mission and exceeding established goals.

Council activities, actions and decisions communicate a message to customers and their understanding and buy-in of council goals, strategy and initiatives is essential to success. Council membership, which represents a statewide constituency, carries with it a responsibility on the part of each appointed member to reach out to those they represent, providing information, listening and sharing concerns, suggestions and ideas.

The first step in establishing a communication plan is to identify the customers or stakeholders, recognizing that the names of the broad variety of stakeholders may change based on the issues involved. Identified below is a list that includes the diverse customers and stakeholders identified in statute and rule and others who may have an interest in or are impacted by council decisions and actions:

### **Customers and Stakeholders**

Montana citizens – “the public”

Elected public officials – including the governor, attorney general, legislators and sheriff.

Montana public safety officers – “new” and “current” officers including:

- Peace officers – deputy sheriffs and undersheriffs, police officers, Highway Patrol troopers, fish and game wardens, park rangers, campus security officers, airport police officers, reserve officers
- Department of Corrections correctional officers (adult and juvenile)
- County and local detention officers (adult and juvenile)
- Department of Corrections probation and parole officers
- Public safety communication officers
- Montana Department of Transportation motor carrier safety officers
- Department of Justice agents
- County coroners and deputy coroners
- Railroad special police officers
- School district attendance officers

Law Enforcement and Public Safety Associations including:

- Montana Sheriffs' and Peace Officers' Association
- Montana Chiefs of Police Association
- Montana Police Protective Association
- Association of Montana Troopers
- Montana Correctional Association

POST Council members

Montana Law Enforcement Academy and POST staffs



## **Communication Plan**

The executive director will develop internal communication procedures that take into consideration the cultural and historical issues that are unique to the varied customers and stakeholders and provide a means for up, down and lateral communications. Generational differences are essential considerations in development of communication procedures.

Procedures will ensure communication processes effectively provide customers and stakeholders with current information on council activities and provide the means to allow them to ask questions and provide input. Procedures should address the following:

1. Means of communicating information necessary to consistently provide customers/stakeholders with updates on council strategies and goals, initiatives, decisions and challenges, including financial status.
2. Communicating essential and necessary issues related to program changes.
3. Establishing an easily accessed interactive two-way communication means to address customer/stakeholder concerns and answers questions.
4. Provisions for informal staff customer/stakeholder communication to celebrate successes such as goal and staff achievement to build and promote team unity and cohesiveness.
5. Establishing and encouraging council member responsibility and opportunities to communicate council activities and issues through their individual position networks.

## **Communications Considerations and Strategy**

The council has multiple communication tools and means available including personal meetings, either one-on-one or group presentations; traditional telephone and cell phones, electronic mail, including distribution lists and written correspondence. Technology also provides additional means such as continuous connectivity devices like “blackberries;” telephone and video conferencing; webcasts; podcasts, “tweets” and use of the Internet and intranet.

Communication overload is a common problem that must be considered in the development of communication plans and procedures. Good communication strategy suggests using a variety of communication tools to ensure broad understanding by all customers/stakeholders and limiting communication messages to three to five clear concise points for any particular issue.

Additional communication strategies include:

1. At the conclusion of each fiscal year, the Executive Director will compile and discriminate an annual report containing a general overview of POST council activities including budget status, key accomplishments and critical challenges.
2. Use of message maps consisting of one page summaries that include highlighted and bulleted points which are simple, clear, concise and easily understood.
3. Recognition that the intranet, e-mail and newsletters, which may be more efficient for certain messages, are not as effective as face-to-face communications.

4. Recognition that the most effective communications methods include use of one-on-one; small group; “roundtable” and team meetings that, because they include dialogue are more effective than reports and letters.
5. Using multiple tools to ensure effective understanding, such as council rule, policy and procedure changes.
6. Assuring information is passed on in a timely manner, not sitting on it, even if it only includes a partial decision.
7. Being attentive to customers/stakeholders by listening to their questions, ideas, suggestions and concerns.

### **Communication Evaluation**

The executive director will evaluate and assess council success, one portion of which will be communication with customers and stakeholders.

1. The executive director will conduct an annual confidential customer/stakeholder “satisfaction survey,” which will include a communication portion. Survey results will be summarized and provided to the council for review and planning purposes.
2. The council chairperson will evaluate the executive director’s success in the communication area through use of the established state performance appraisal process.

### **Resources**

The executive director has available, through the council’s relationship with the Department of Justice, resources to assist with council communication initiatives. These resources include the Justice Information Technology Division, Montana Law Enforcement Academy, attorney general’s office and communications officers.

### **OPERATIONAL PLAN:**

| The POST Council has three primary duties as established by MCA [44-4-403. Council duties -- determinations -- appeals](#). The responsibilities are broad in scope and provide the council with latitude to establish programs and procedures to assure that Montana citizens have confidence in the provision of public safety services. Those duties include:

1. Establishing basic and advanced qualification and training standards for employment;
2. Conducting and approving training; and
3. Providing for the certification or recertification of public safety officers and for the suspension or revocation of certification of public safety officers.

The POST Council’s executive director establishes operational plans and objectives as directed by the council through establishment of strategic and short-term goals. Council staff members play an integral part in plan development based on their line roles and

daily contact with the officers and key stakeholders. Progress updates are provided to the council through executive director updates at each council meeting.

Development of council policies and operating procedures to guide staff in the conduct of their duties is a critical part of the council transitional plan. Council duties and responsibilities must be implemented with consistency and fairness, both of which are outcomes of a current policy and procedure business model. A council's policy subcommittee has been established to facilitate this development process and will be working closely with council staff.

### **Agency Compliance Audits**

Compliance audits are conducted to ensure compliance with officer qualification and training standards. The compliance/investigations officer will visit each public safety agency in the state and every three years thereafter to audit compliance with Montana statute and POST rules. The compliance visits include both audit and educational functions, to ensure agency compliance and to provide technical assistance and support based on agency need. Development and dissemination of reference guides and materials such as an "Administrator's Desk Reference," and updating of the "Police Commission Handbook" are important aspects of the compliance audit function.

Agency audits involve a review of the agency officer list with the POST Officer Training and Certification Database to assure that POST has been notified of hiring and promotion decisions and officer resignations. Agencies found out of compliance are given 30 days to rectify any issues raised in the audit and then a re-visit by the compliance officer is scheduled. Agency reserve officers, which just came under POST authority, are a focus for the compliance officer during the initial audit cycles.

### **Officer Conduct Investigations**

Integrity in service is a foundation and backbone of the public safety officer's position and human failures in this critical ethical area requires council review to assure public confidence and safety. Agency officers who are subject to misconduct investigations and consequent disciplinary action may be reviewed to determine their fitness for continuing service and certification in their public safety officer position.

The compliance/investigation officer works with the executive director and staff legal counsel to identify and investigate those officer conducts cases that have been submitted for investigation or which are identified through public news sources or complaints. Cases are recorded and tracked by the executive director and assigned based on the nature and criticality of the complaint. Assignment considerations include case submission dates, deadlines and cases which may cause undue hardship or compromise public safety in a community.

The executive director will establish investigation operational procedures, which guide the investigation process and provide appropriate levels of legal review before

submission to the council for action. Investigation status updates are provided to the council by the executive director at each of the in-person meetings and on an as needed basis. An annual “officer integrity” report is produced by the executive director to summarize and identify officer certification suspensions and revocations, and to outline other pertinent integrity issues that may require council review and action.

### **Officer Training and Certification**

Establishing officer qualifications, training and certification requires a comprehensive, flexible and user friendly record keeping system. The Officer Training and Certification Database provides this record keeping system by tracking each public safety officer’s work history, training and certification.

The database is being redesigned to provide a stable technical platform and to draw on the technological capabilities of a database system to streamline many of the processes required in the day to day council management. One of the time-consuming and important processes the database will soon be able to complete is certifying requests for certificates, “basic” through “administrative.” This process is currently being done manually, which takes considerable time. Development of the rules by which the database will determine eligibility when comparing an officer’s training record against the certificate criteria is a significant part of this process.

Significant work has been accomplished over the past two years in this rebuilding process. In addition, as the compliance auditing activities are completed, dated information involving officers that are no longer employed as public safety officers or who have been promoted or died has been removed and archived. Information in the database must be accurate and up to date to allow officers to obtain advanced certification in a timely manner. Some agency officer pay levels are established based on certification levels. Individual public safety officers also have the ability on a self-serve basis to access and review their records via the Internet on a 24-hour, 365-day basis. Certified records must continue to be issued by POST executive director and staff.

Officers may not because of a variety of circumstances be able to complete the basic training course within one year and need council approval to extend that training. The executive director prepares these requests for council review and action at each scheduled meeting. The council may approve one extension request for a period of up to 180 days.

Officers who have completed a basic training course and have public safety officer experience in another state may ask the council for an equivalency designation. The executive director will research the training records based on these requests and make a recommendation to the council for action.

### **Training Course Curriculum Review**

The council has the responsibility for approving officer training. This approval process includes basic and professional development courses. POST training certification is

necessary to providing officers with the capability to achieve various levels of POST certification. The certification of courses is important to assure that Montana public safety officers are receiving minimum levels of quality training that meets the requirements of their public safety positions.

The council certifies five basic courses, which are the foundational courses provided for public safety officers in a variety of positions. These basic courses include:

Law enforcement officer

Corrections and detention officer

Public safety communicator

Legal equivalency

Coroner

The basic courses are reviewed on an a periodic basis, particularly when curriculum changes are necessary due to advances in training, equipment or changes in position responsibilities occur, such as through legislation or legal precedent. DACUM (Develop a Curriculum) studies are initiated when a thorough curriculum review is necessary. This study involves conducting a functional detailed review of position responsibilities and training needs and includes subject matter experts.

POST staffing levels are insufficient to allow “in-house” training curriculum review of the basic courses and the council relies on a curriculum subcommittee of POST to facilitate these review processes. POST staff facilitates the process in conjunction with the subcommittee, developing the final proposal for council review and approval.

POST staff resources are also not sufficient to review the large number of professional development training courses that are submitted by law enforcement agencies each year to the council for approval. Additional staffing is necessary to perform the more detailed review of these courses necessary to assure applicability and high quality levels. The executive director, who has extensive training and curriculum development experience, conducts a high-level review of these courses and approves them.

### **Executive Planning Process (EPP)**

The council has established a goal to obtain the necessary staffing and resources to operate as a quasi-judicial board, as intended by the 2007 Legislature. This process began with the 2009 Legislature and resulted in the addition of the compliance/investigation position. The council continues to develop the programs and tools to accomplish the primary responsibilities established within statute.

The executive director develops for council input and approval the biennial funding plan for submission to the governor’s budget office. The proposals are developed based on identification of resources and program needs that surface through the biennium. Individual officer and agency requests, citizen complaints and quality improvement efforts serve as the impetus for additional program planning.

Conflicts or identified needs within statute also serve as the basis for requests for legislation, which are established through the executive planning process (EPP). The council and executive director work with council's legal counsel on drafting language to be submitted for consideration by the Legislature.

The EPP and legislative proposals, submitted with council approval through the attorney general's office, are presented and supported by the executive director throughout the EPP with the attorney general and budget office staff.

### **Public Safety Officer Information Resource**

The council through implementation of the communication plan by the executive director provides citizens and current officers with a variety of resources and information. The POST website provides information on officer qualifications; training records; certification and de-certification processes; forms; training opportunities; POST Council actions and staff contact information.

The council has established an objective to develop a centralized job information source, providing interested applicants with a one-stop location to identify available state career opportunities. Staff resources have not been sufficient to complete this objective, which must be prioritized by the executive director based on other needs.

### **FISCAL STATUS:**

The council is funded completely by state general fund. The funding covers three full-time employees and operating expenses for the council. Current FY 2011 funding levels are \$180,213 for personal services and \$89,719 for operating expenses. Operating expenses cover supplies and materials, communications, travel, rent, repair & maintenance, contracted services for our hearings officer and temporary employee. Operating expenses also cover office equipment and operation of four offices, storage equipment and space for officer and training records.

Future plans for the council include funding for two more employees and additional training to be offered across the state for all public safety officers. In addition, the council may seek "collect-and-spend" authority in order to be able offer training that pays for itself without reliance on other entities to sponsor and collect course fees.

### **APPENDICES:**

Appendix A – Agency List Audit Findings 2010

Appendix B – Complaint Investigations 2010

Appendix C – Complaint Investigations 2011

Appendix D – POST Resolutions

Appendix E – Administrative Rules State of Montana [23.13.101 : ORGANIZATION](#)  
through [23.13.712 : APPEALS](#)

## Appendix F – ARM Revision Schedule 2011