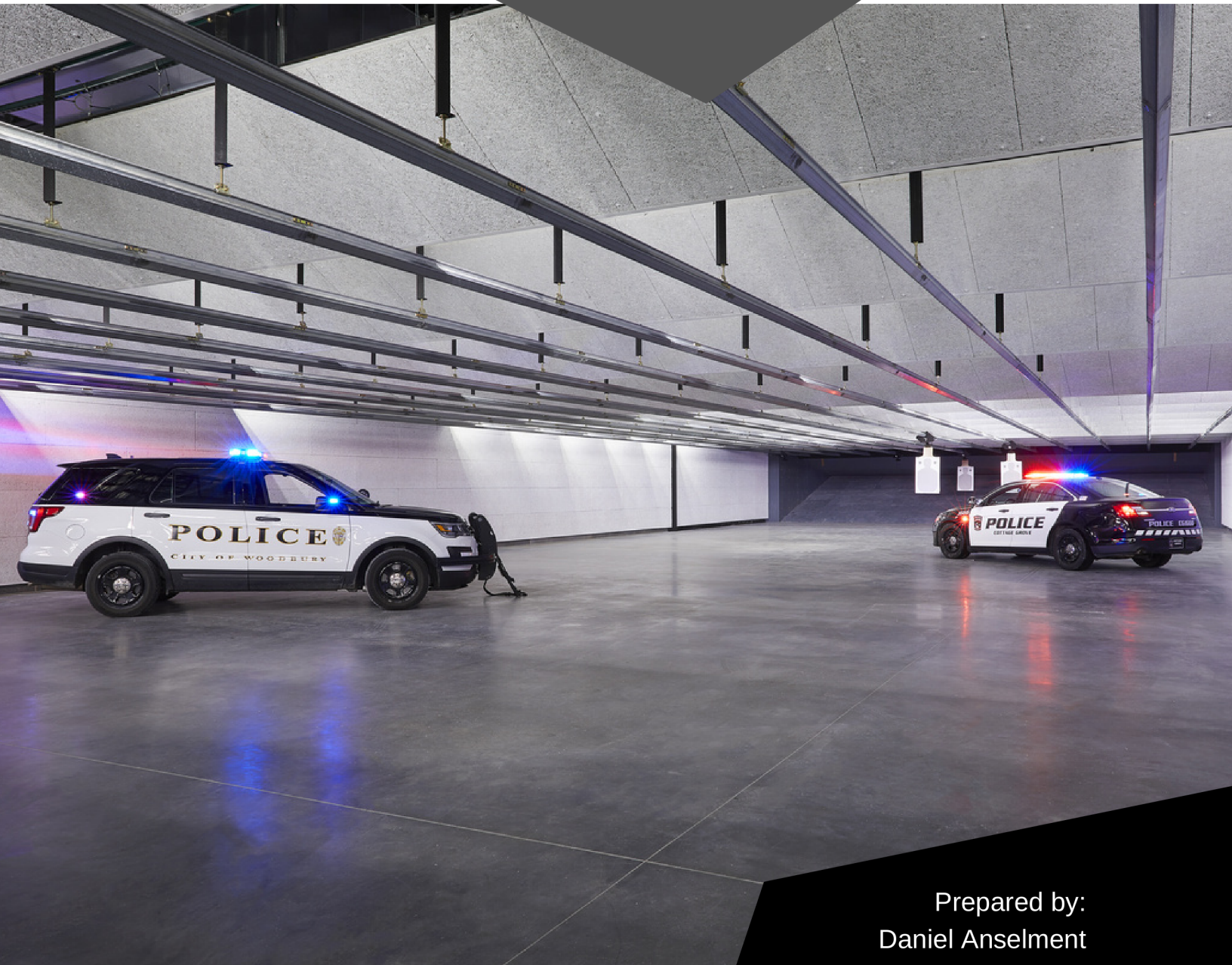




2022 Annual Report



Prepared by:
Daniel Anselment
Bri Zeterlu

HERO Center Annual Report

The Health Emergency Response Occupations (HERO) Training Center is owned and operated by the cities of Cottage Grove and Woodbury, Minnesota. The HERO Center is a regional, state-of-the-art, immersive training center for police, fire, and emergency medical services (EMS). The center is staffed with two full-time employees and twelve part-time employees.

Facility Operations Committee Board (FOC)

Clint Gridley, Woodbury City Administrator*
 Angela Gorall, Woodbury Asst. City Administrator
 Jason Posel, Woodbury Public Safety Director**
 Lee Vague, Woodbury Public Safety Director*

Jennifer Levitt, Cottage Grove City Administrator
 Pete Koerner, Cottage Grove Public Safety Director
 Brenda Malinowski, Cottage Grove Finance Director**
 Robin Roland, Cottage Grove Finance Director**

**2022 FOC Board Chair. Director Vague served as Board Chair until his retirement in fall 2022. Clint Gridley served as Board Chair for remainder of 2022.*

***Woodbury Public Safety Director Jason Posel replaced retiring director Lee Vague and Brenda Malinowski replaced retiring Cottage Grove finance director Robin Roland.*

Full-time Staff

Daniel Anselment, Manager
 Brianna Zeterlu, Administrative Training Coordinator

Part-time Staff

Nick Abernathy, Range Safety Officer
 Robert Allickson, Range Safety Officer
 Daniel Clemen, Range Safety Ofc./Instructor
 Kevin Gjersten, Range Safety Ofc./Instructor
 David Kalinoff, Range Safety Ofc./Instructor
 Joel Charchenko, Range Safety Officer

Michael Putz, Range Safety Officer
 Jeff Rossow, Range Safety Officer
 Michael Saros, Range Safety Ofc./Instructor
 James Smith, Range Safety Ofc./Instructor
 Laurel Tollefson, Range Safety Ofc./Instructor
 Paul Torguson, Range Safety Ofc./Instructor

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HERO Mission Statement

To prepare first responders to serve their communities safely and effectively.

Message from the HERO Center Manager

We kicked off 2022 still dealing with the challenges of COVID restrictions. Agencies were still adjusting their training protocols for the first quarter and into the second quarter. As COVID restrictions were lifted, we saw a noticeable increase in agencies reserving training space at the HERO Center for summer and fall. This was a welcome change since the beginning of COVID, which has impacted us since we first opened in early 2020.

Despite the initial challenges and slow start to 2022, we saw a 27% increase in new agencies and organizations that utilized the HERO Center for their training needs. Fifty-five agencies and organizations used the training center throughout the year. We had 331 officers from surrounding agencies attend one of our public safety courses, despite having to cancel several classes due to agency staffing shortages and department training budgets being impacted by inflation.

The HERO Center serves as a strong recruiting tool for the Woodbury and Cottage Grove Police Departments. The state-of-the-art, immersive training facility – and its convenient location – is an attractive benefit for recruits looking for a place to start or continue a career in public safety. It also illustrates the communities' support for public safety and the people who work in the field. As a result, many recruits have indicated that the HERO Center was one reason why they preferred work with Woodbury or Cottage Grove.

There was a clear reduction in the number of public safety officers signing up for training classes. We believe this pattern is due to significant staffing shortages, which directly impacts agencies' ability to cover patrol shifts. Other training organizations from around the United States that we have partnered with to host classes have also mentioned having to cancel trainings throughout the year due to staffing shortages.

Inflation also has undoubtedly played a key factor in training budgets and reservations. When training budgets are impacted, some agencies have had to revert back to using a basic classroom in one of their city buildings for their defensive tactics or response-to-resistance training. These rooms don't often have the proper padding and safety measures in place like the HERO Center offers as a training center designed with safety in mind.

Our civilian training academy had more than 289 individuals attend one of our firearm safety courses or our basic life support course at the HERO Center. We were able to deliver two Minnesota Department of Natural Resources youth field day trainings as a service to the community to help young hunters meet the state requirements for a firearm safety certificate. We had 3,529 guests utilize the public range on the weekends, which is an increase of 6.7% from 2021. As we analyze data, we can see that the range is busiest during the coldest and hottest months of the year. This supports the theory that people like to shoot in a climate-controlled range!

We remain committed to our mission of preparing first responders to serve their communities safely and effectively. It is incumbent upon us to make sure that our men and women in public safety have the training courses, facility space, and resources they need to accomplish this goal. This allows our communities to be a better place to reside and work.



Daniel Anselment

HERO Center Manager



Memberships and Contracts

The HERO Center has entered into annual contracts with various government departments to include city, county and federal agencies. Throughout the year, the HERO Center has been utilized by agencies from all levels of government and private industry.

Each tier member pays an annual fee based on the size of the department and total hours of facility space needed for training. Tier members are given priority booking for each upcoming year and select their training space after Woodbury and Cottage Grove (owner agencies).

TIER I Educational Membership
\$179,449 annually



TIER I Membership
\$159,135 annually



Washington County Sheriff's Office

TIER II Membership
\$29,620 annually



Oakdale Police Department

Federal Solicitation Awards
up to \$95,900 annually



U.S. Immigration and Customs Enforcement

2022 Non-Member Users



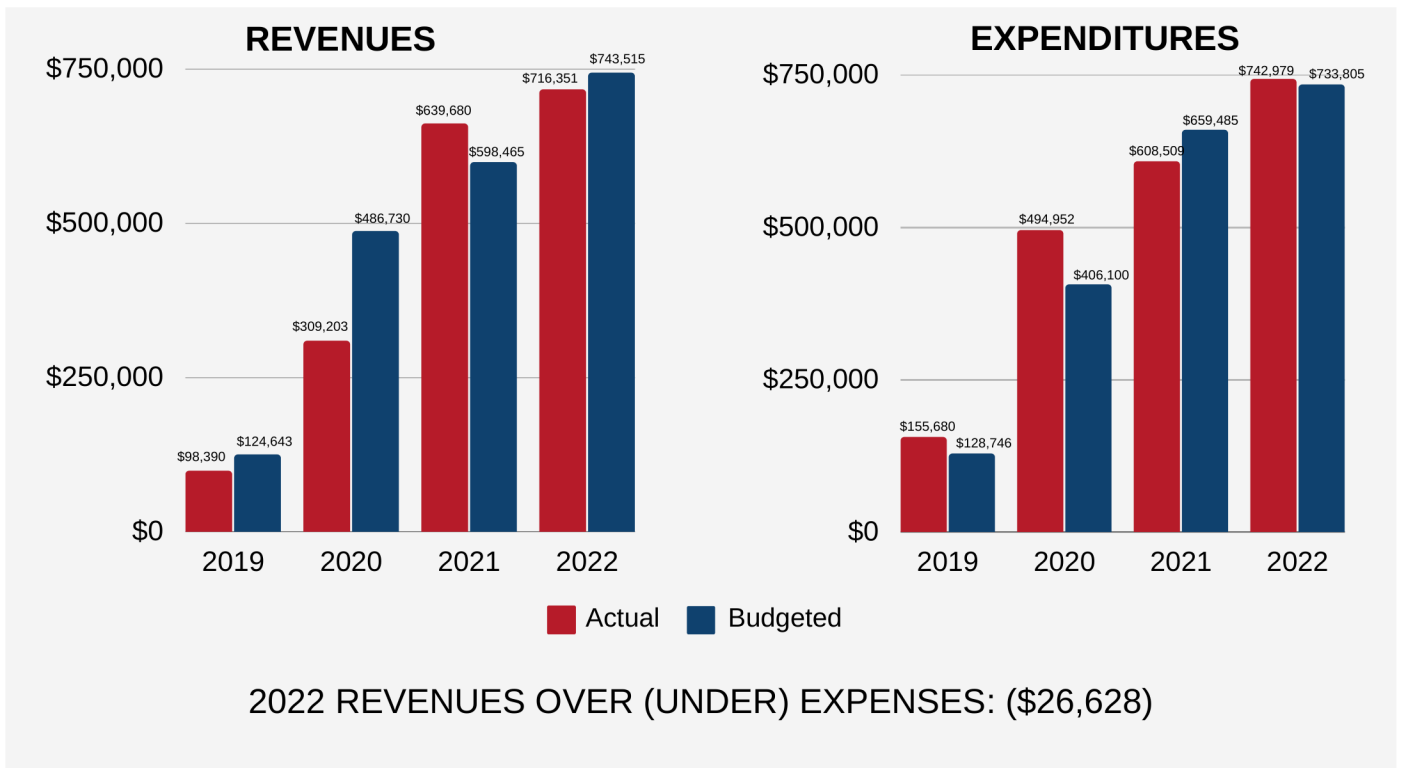
Not all agencies or organizations are pictured.

Revenue and Expenditures

The HERO Center staff is responsible for managing the approximately 47,500-square-foot training facility and nearly nine-acre surrounding property (total of approximately 198,000 square feet). The HERO Center staff is responsible for renting facility space, including a 12-lane shooting range, four-lane shooting range, three classrooms, pre-training room, mats room, reality-based training indoor moveable wall system, exterior reality-based training split and rambler style homes, outdoor paved lot, and training simulator. Employees are also responsible for handling all technical troubleshooting, setup, and cleaning of specific training spaces. The City of Cottage Grove Public Works Department provides transportation and removal of hazardous waste from the shooting range throughout the year. Staff coordinate trainings for civilian and any public safety groups, which includes police, fire and EMS personnel.

2022 Highlights

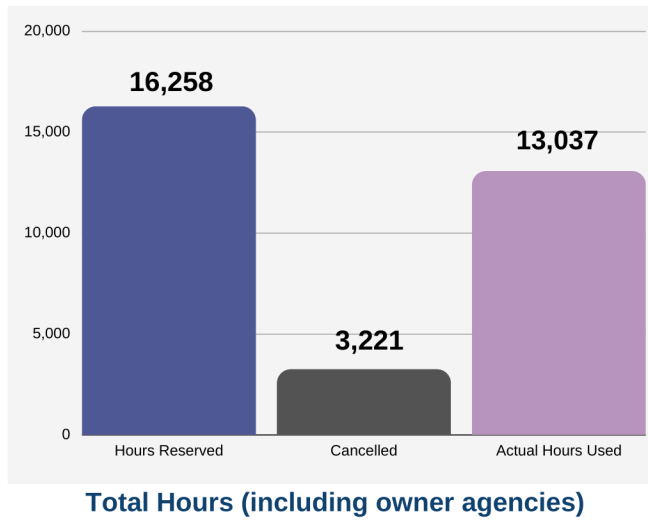
- Renewed contracts with Tier I and Tier II agency partners. This includes Rasmussen University as a Tier I Educational member, Washington County Sheriff’s Office as a Tier I member and Oakdale Police Department as a Tier II member.
- Renewed solicitation awards for two federal agencies, with a total possible annual revenue of ~\$95,900.
- Increased the number of agency users from 43 to 55 (+27%) that now utilize the facility for training.
- Continued to deliver our HERO Civilian Training Academy (CTA) courses for the public.



Despite the HERO center's expenditures in the area of Utilities and Maintenance exceeding the budgeted amounts for 2022 by 15% (approximately \$105,000), the revenues over(under) expenses ended at (\$26,628).

HERO Center by the Numbers

The following information provides a snapshot of the facility reservation space by total hours reserved, total hours cancelled, and total actual hours used in 2022 by owner agencies, tier members, non-tier agencies and limited private organizations. The beginning of 2022 was still directly impacted by agency COVID restrictions and department protocols regarding COVID which accounts for some of the cancellations. The **Actual Hours Used** data below includes "no-shows" and cancellations. It is important to note that many cancellations were rebooked to new dates, but we still capture this because the cancellations potentially prevented HERO from renting that space, depending on how much notice was given.



55 government agencies, organizations and various owner agency departments used the facility in 2022.



289 people attended firearms/CPR safety courses in 2022 as part of our HERO Civilian Training Academy (CTA).



331 officers from surrounding agencies attended public safety courses hosted by the HERO Center.

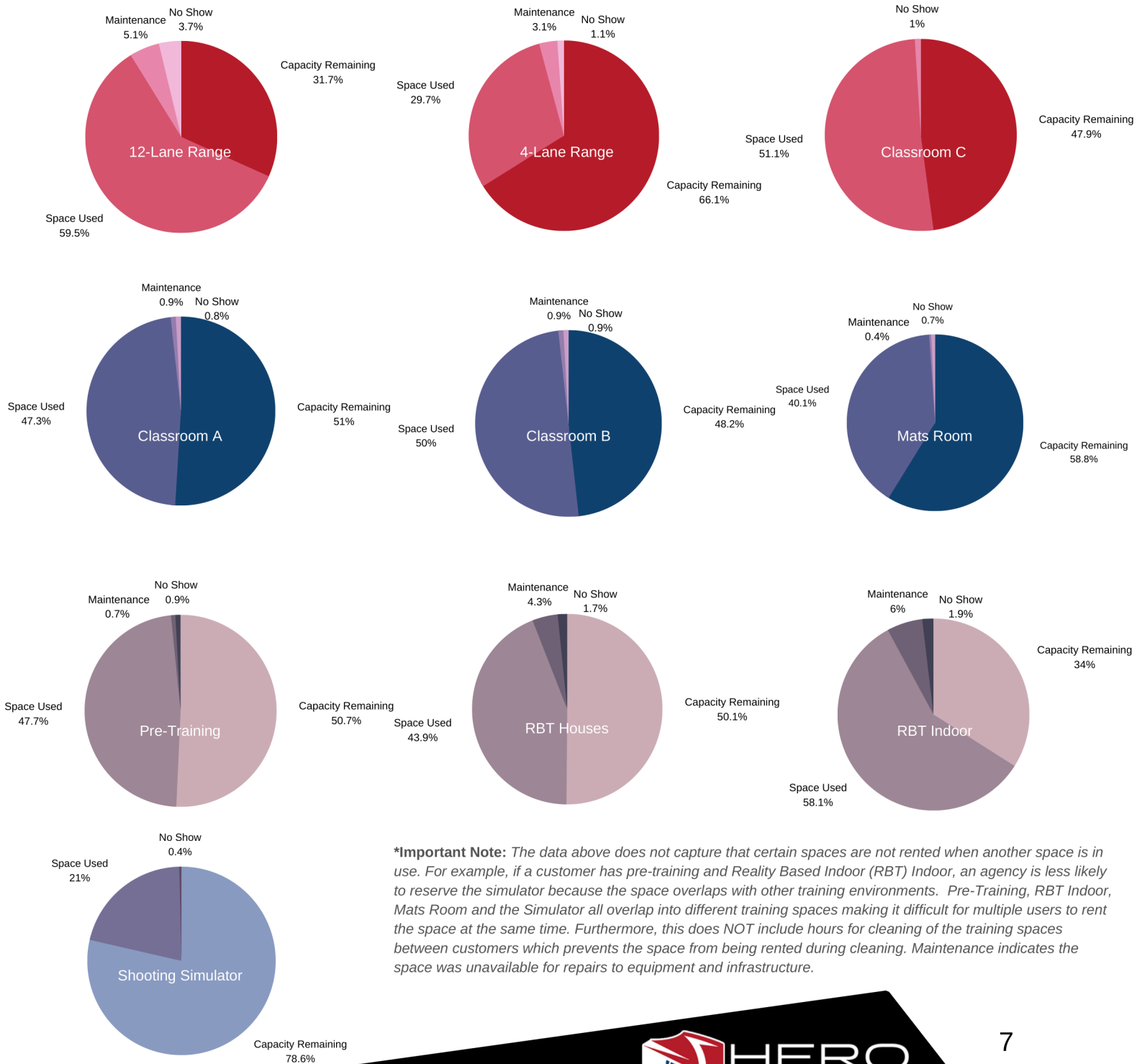


3,529 guests used the public shooting range on the weekends.

HERO Center Facility Usage vs. Availability

The following information provides you a snapshot of the facility usage versus space availability in hours (Fig. 1). General assumptions are based on facility hours: **Monday through Saturday, 8 a.m. to 5 p.m.**, excluding 12-lane range data on weekends because the range is in use by the public and reflected in Figure 3. The weekend data (Fig. 3) includes lane rentals for 2022 from online reservations and walk-ins from the hours of 10 a.m. to 6 p.m.

Figure 1*

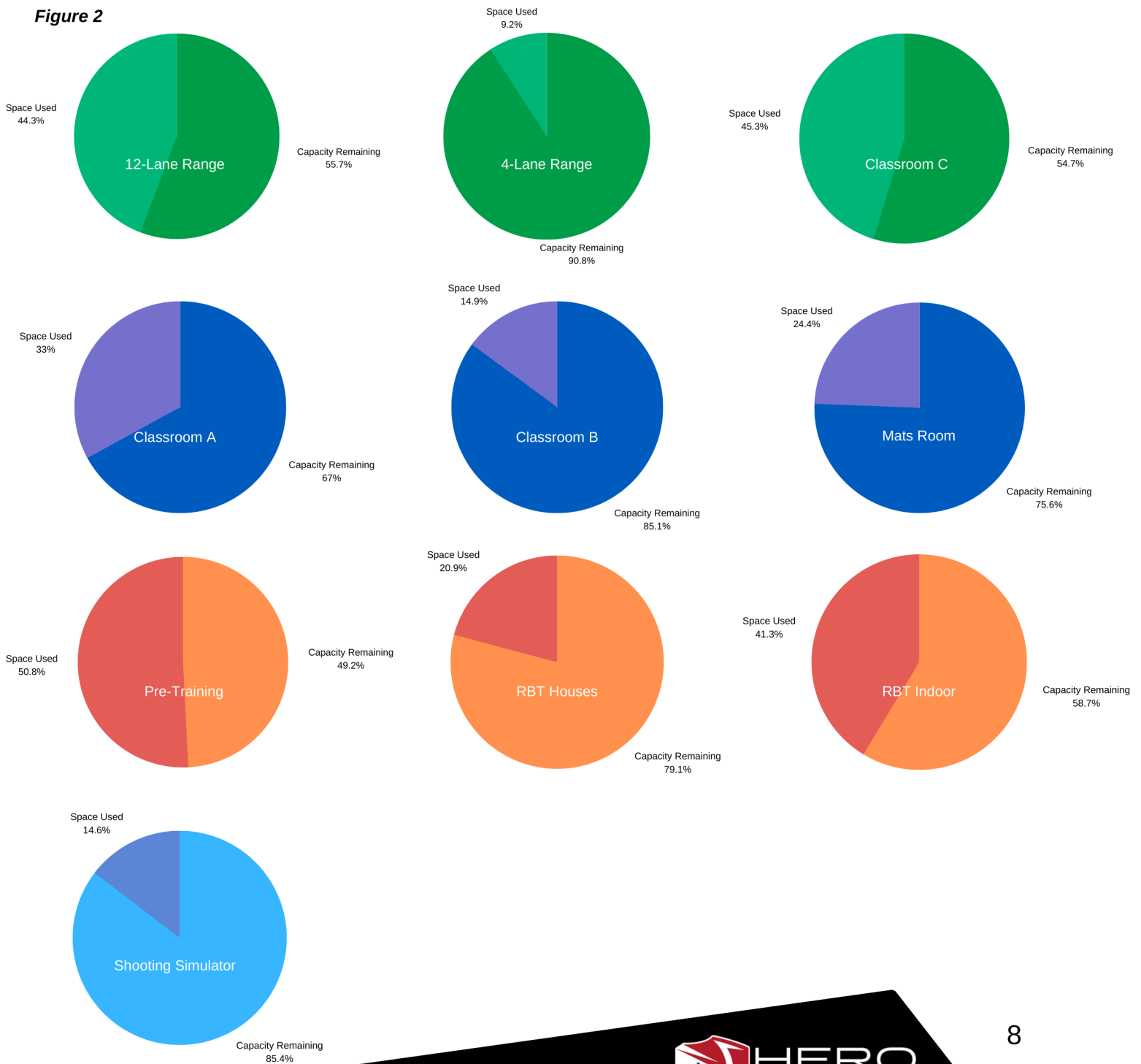


***Important Note:** The data above does not capture that certain spaces are not rented when another space is in use. For example, if a customer has pre-training and Reality Based Indoor (RBT) Indoor, an agency is less likely to reserve the simulator because the space overlaps with other training environments. Pre-Training, RBT Indoor, Mats Room and the Simulator all overlap into different training spaces making it difficult for multiple users to rent the space at the same time. Furthermore, this does NOT include hours for cleaning of the training spaces between customers which prevents the space from being rented during cleaning. Maintenance indicates the space was unavailable for repairs to equipment and infrastructure.

HERO Center Facility Weeknight Usage vs. Availability

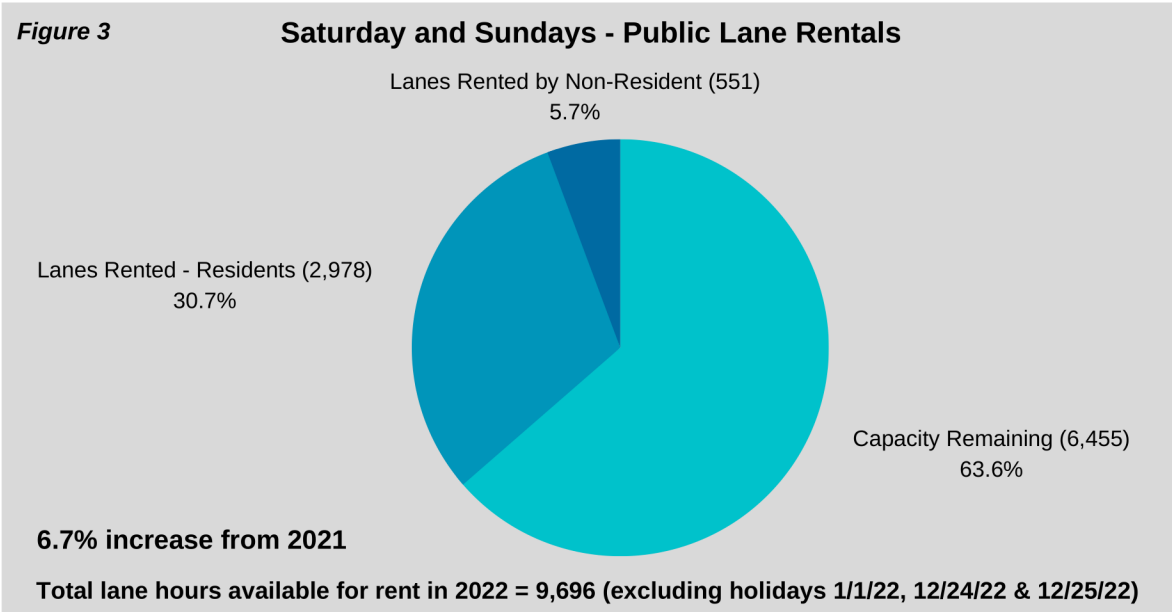
The following information provides a snapshot of the facility usage versus space availability in the **evening hours** only (Fig. 2). General assumptions are based on facility hours: **Monday through Friday, 6 to 10 p.m.**

Figure 2

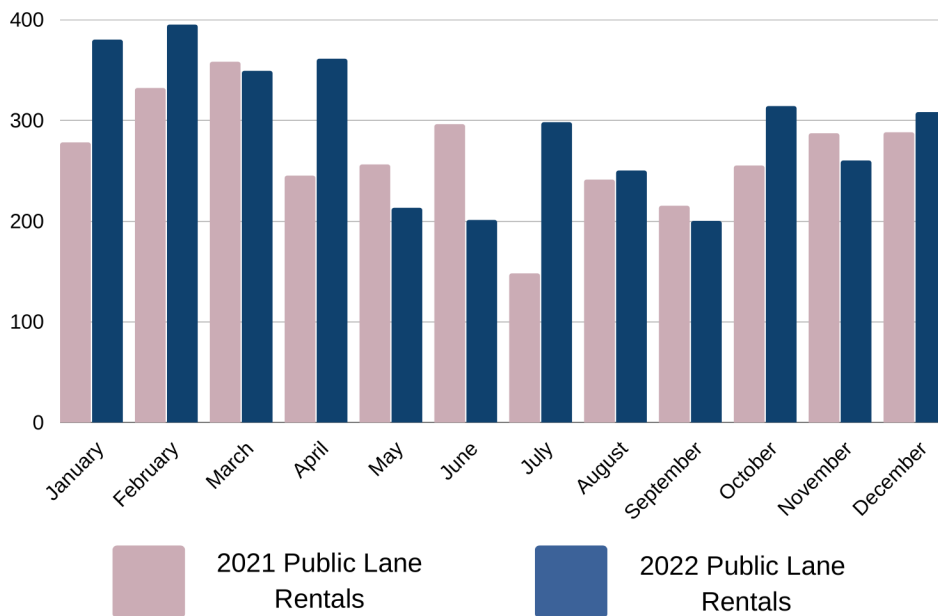


Public Range Lane Rentals

The HERO Center shooting range is open to the public on weekends from 10 a.m. to 6 p.m. excluding holidays. The following information provides an overview of the number of lanes rented by the hour. Total overall lanes available for rent each year is 9,984 unless the weekend falls on a holiday or holiday weekend. For 2022, we reduced the lanes available by 288 to account for 1/1, 12/24, and 12/25/22 holidays. Total hours available for rent for 2022 is 9,696.



Public Range Usage Monthly Summary Comparison 2021 vs. 2022



Looking to the Future

We are looking forward to 2023, as we have already seen an increase in requests from new agency customers to train at the HERO Center. It is important for the HERO Center to continue our efforts in providing public safety agencies with a state-of-the-art training facility for many years to come. Below are some additional key factors to help us generate revenue and provide the training space necessary for public safety training.

Key factors for 2023



Tier I educational contract for \$179,449 annually. (Pro-rated)



Extension of Tier I membership for \$163,909 and Tier II membership contract for \$30,508 annually.



Extension of federal contract award(s) in the amount of up to ~\$95,900 annually.



Facility reservations increasing with new agency customers reserving space.



Delivery of more courses for public safety personnel with more nationally recognized training companies traveling to the HERO Center.



The Facility Operations Committee (FOC) approved the hiring of a full-time **Facility Operations Specialist** to handle the maintenance and repairs of the equipment and specialized training systems within the facility. With the increased use and demand on the facility, this position was necessary to keep everything operational and safe for our public safety members and the public.



A rate increase was necessary to keep up with the rising cost of utilities and maintenance supplies and repairs to the facility.