



HERO
TRAINING CENTER
COTTAGE GROVE • WOODBURY

2023 Annual Report



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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 three 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

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

**2023 FOC Board Chair*

Full-time Staff

Daniel Anselment, Manager
Brianna Zeterlu, Administrative Training Coordinator
Joe Montey, Facility Operations Specialist

Part-time Staff

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 started off 2023 by bringing in additional public safety agencies who are new users to the HERO Center. This brings our total agency users to 59. This is a remarkable accomplishment as the training center has become a top-tier training facility for agencies from across the Twin Cities metro area. We are fortunate to have agencies from all levels of government training at the HERO Center, which includes an educational institution who conducts their law enforcement training academy at HERO Center. The original vision and goal of the training center has been accomplished.

We saw a noticeable increase in the public's use of the range on weekends, which includes individuals attending our Civilian Training Academy on firearms safety and CPR. We continue to receive praise and feedback on how clean the facility is and how safe users feel when using the firearms range or other areas of the center.

While increased use was welcomed, we did face some additional challenges plaguing the law enforcement community. Most notable, is the decrease in officer availability due to agency staffing shortages. These shortages undoubtedly tax the officers' work schedules. As a result, we have seen a noticeable decrease in officers registering for continuing education courses (above and beyond) the already state mandated training requirements. Additionally, we had to cancel approximately \$30,000 in potential course registration fees which would have generated additional revenue for the HERO Center.

Our training partners on a national level are dealing with the same issues and have felt the same impact to their training programs. The good news is HERO Center is still being utilized by agencies for their department training needs, but the secondary (ancillary) continuing education courses have been impacted. We will continue to host the national courses needed by law enforcement officers in our area to help accommodate our owner and tier member agencies. These groups save significantly in travel expenses and other costs by us hosting the course locally.

We also saw an increase in expenses in administration, finance and information technology (IT) fees from the City of Cottage Grove. This was necessary to make sure we were properly capturing the amount of time invested by City of Cottage Grove staff to help with the daily operations of the HERO Center.

Lastly, we initiated a strategic plan process in 2023, which was done to analyze our accomplishments since we opened and identify where we want to go as an organization moving forward. We look forward to what is in store for 2024 with our strategic direction and continuing to build upon the great relationships and partnerships we have established with our public safety agencies and the communities we serve.

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
\$184,832 annually



TIER I Membership
\$163,909 annually



Washington County Sheriff's Office

TIER II Membership
\$30,508 annually



Oakdale Police Department

Federal Solicitation Awards
up to \$95,900 annually



U.S. Immigration and Customs Enforcement

2023 Non-Member Users



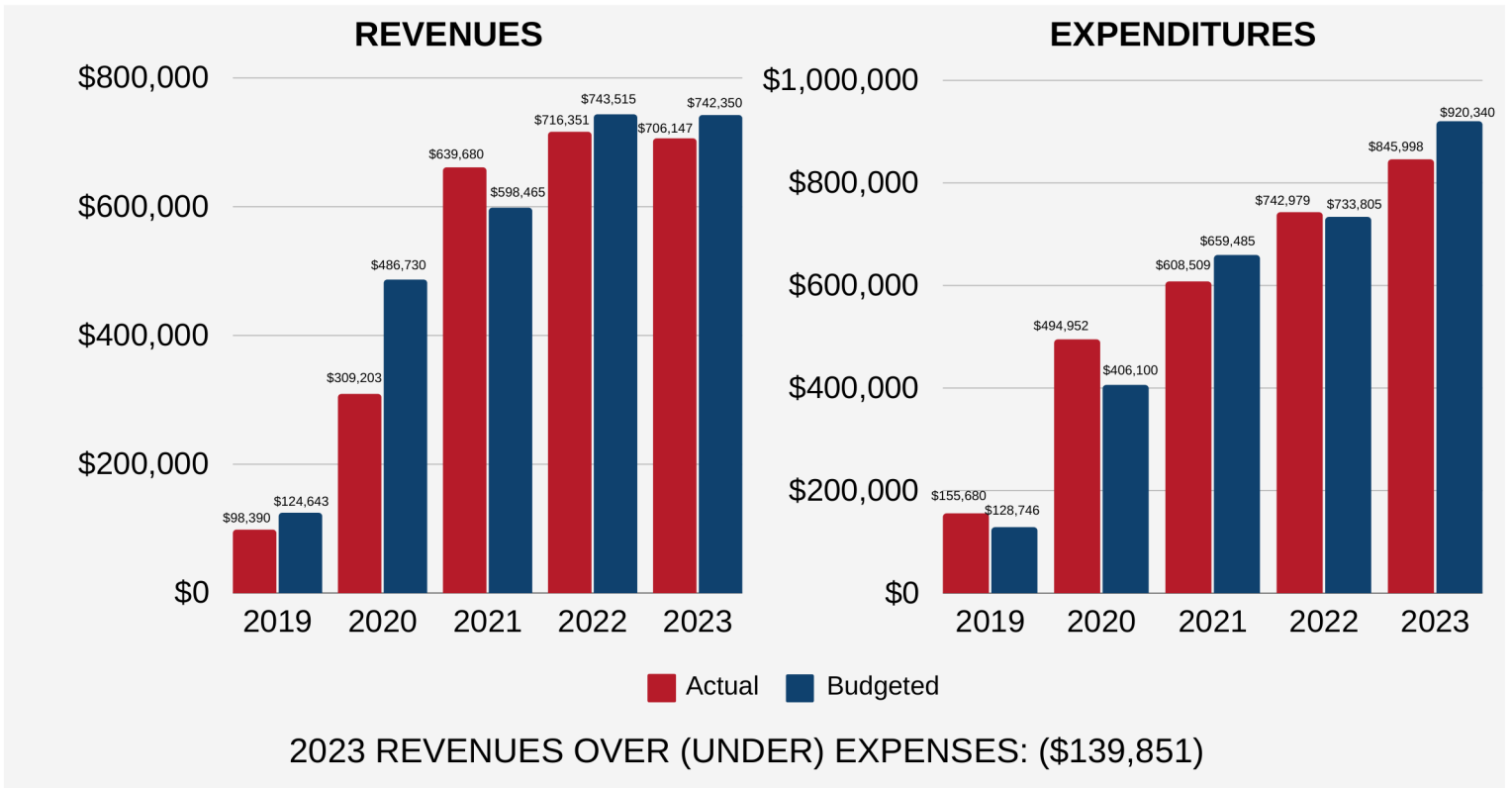
Not all agencies or organizations are pictured.

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.

2023 Highlights

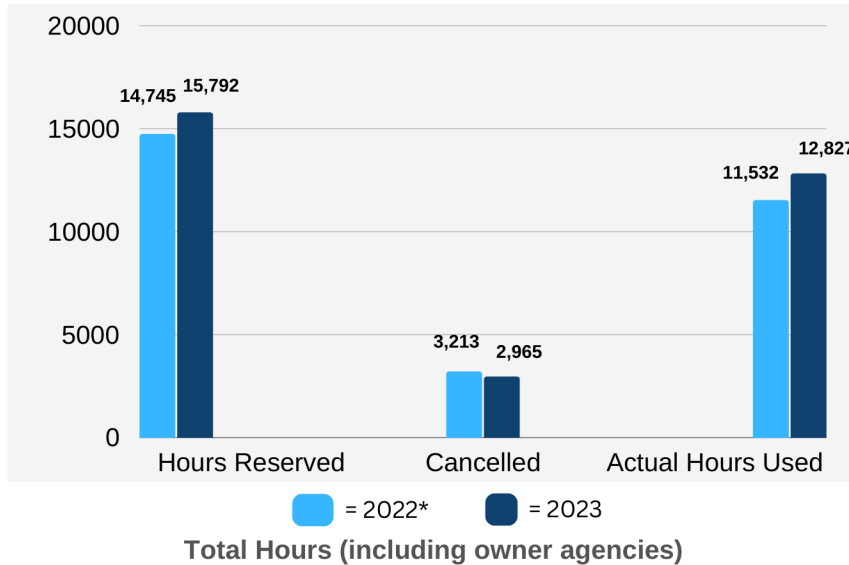
- Renewed contracts with Tier I and Tier II agency partners. This includes Rasmussen University as a Tier I Educational member, Washington County Sheriff's Office as a Tier I member and Oakdale Police Department as a Tier II member.
- Renewed solicitation awards for two federal agencies, with a total possible annual revenue of ~\$95,900.
- Increased the number of agency users to 59 agencies that now utilize the facility for training.
- Continued to deliver our HERO Civilian Training Academy (CTA) courses for the public.



The deficit of \$139,851 is split by a percentage share according to the joint power's agreement between the owner agencies.

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 2023 by owner agencies, tier members, non-tier agencies and limited organizations. 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.



*We have made a correction to our 2022 hours. Our software reporting system captured the facility rental space for any courses we offered and doubled the hours which is not accurate and has been correctly reflected in the **Actual Hours Used** above. The hours were decreased by 1,513 hours over various training spaces. The percentage of facility space usage in the 2022 report under Figure 1 (page 7), is still an accurate representation of usage.



59 government agencies, organizations and various owner agency departments used the facility in 2023.



~**244** people attended firearms/CPR safety courses in 2023 as part of our HERO Civilian Training Academy (CTA).



~**300** officers from surrounding agencies attended public safety courses hosted by the HERO Center.

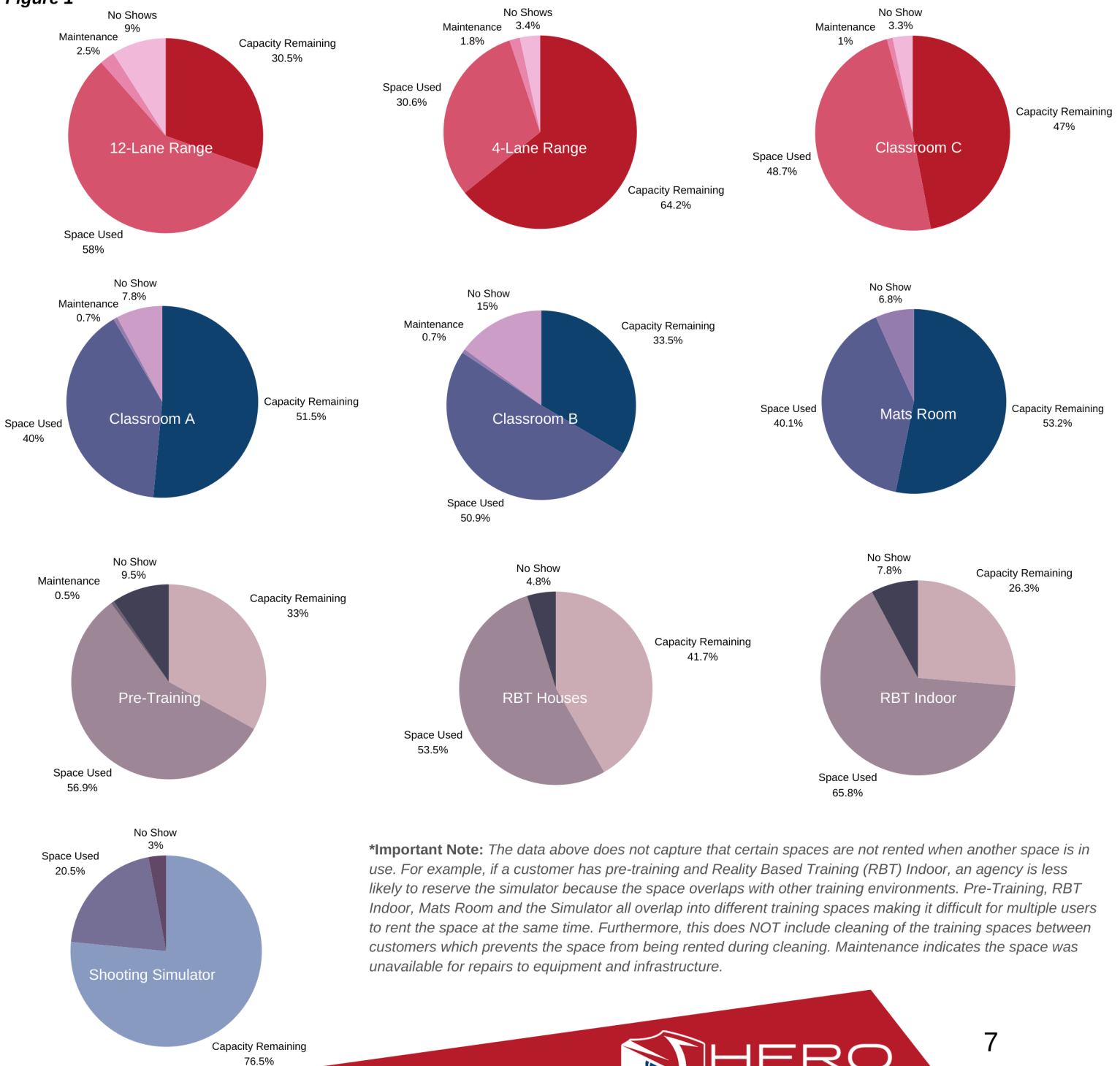


4,319 guests used the public shooting range on the weekends.

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. No Show data includes any agency that cancelled with 30-days or less notice. The weekend data (Fig. 3) includes lane rentals for 2023 from online reservations and walk-ins from the hours of 10 a.m. to 6 p.m.

Figure 1*

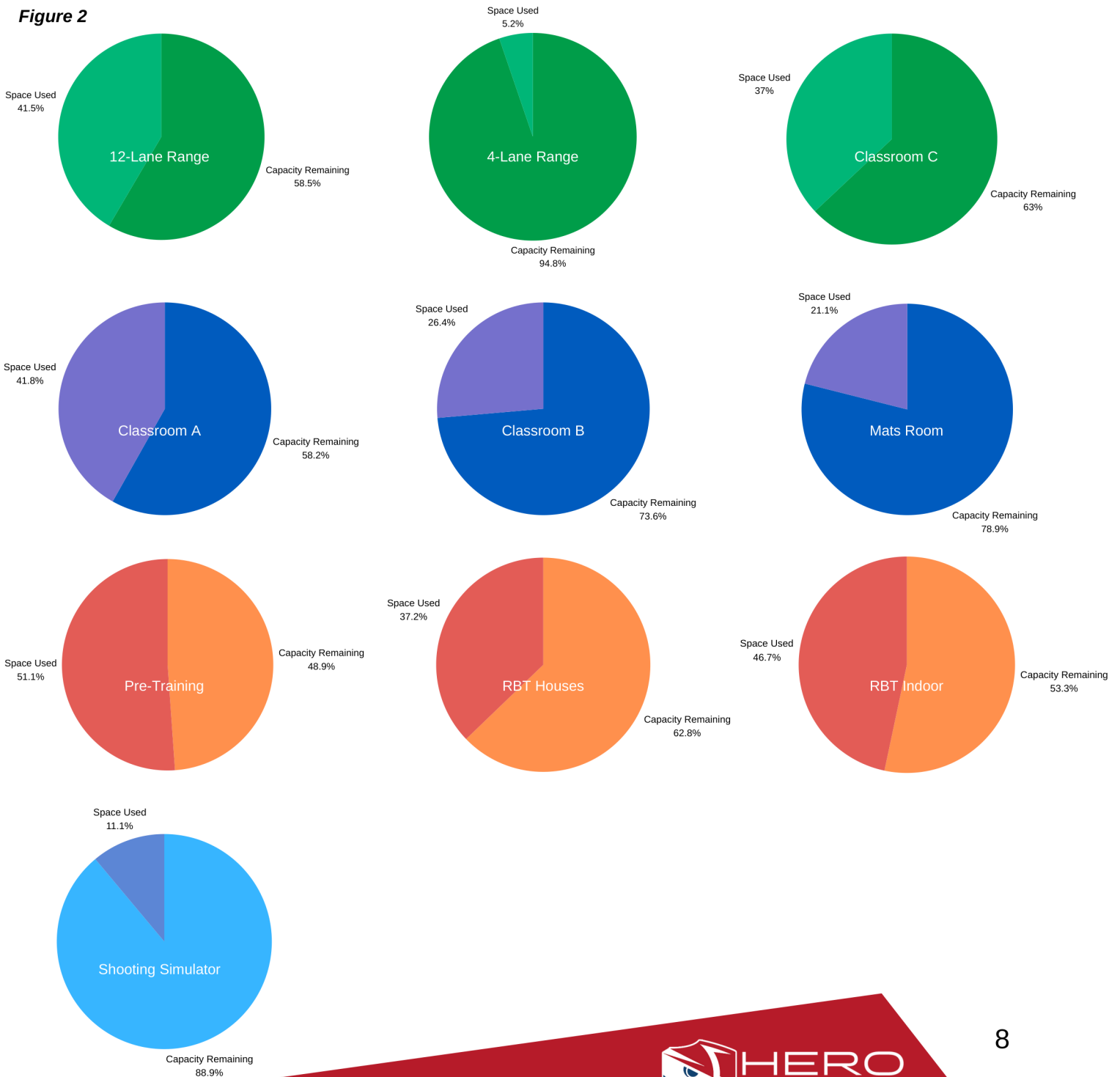


***Important Note:** The data above does not capture that certain spaces are not rented when another space is in use. For example, if a customer has pre-training and Reality Based Training (RBT) Indoor, an agency is less likely to reserve the simulator because the space overlaps with other training environments. 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 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, 5 to 10 p.m.**

Figure 2

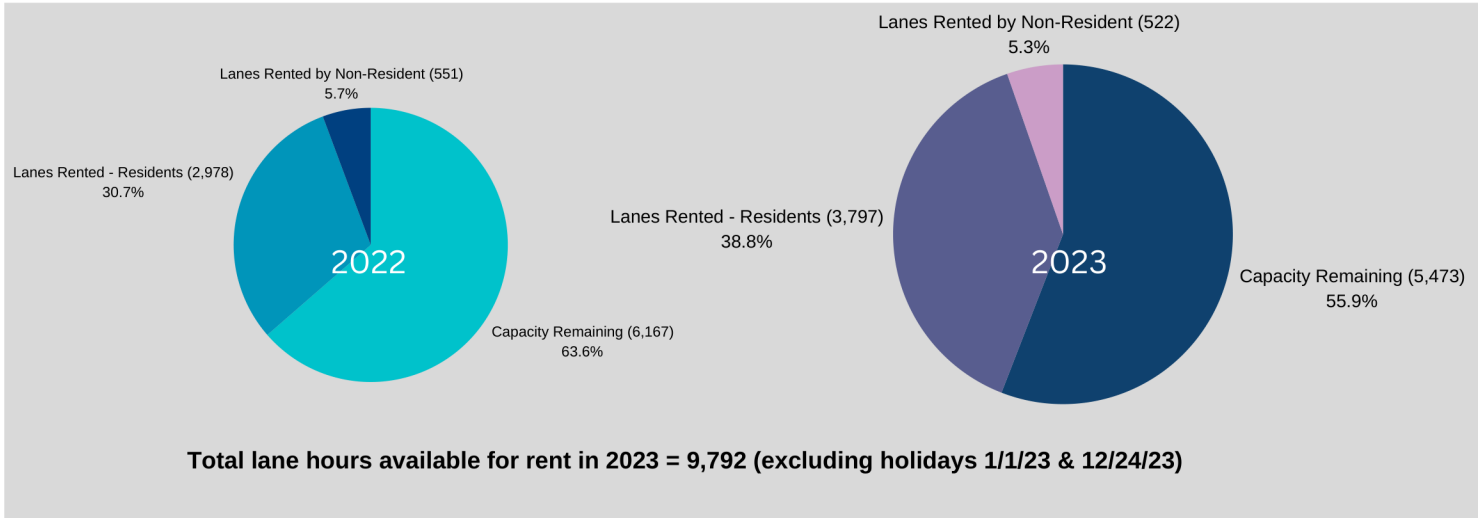


Public Range Lane Rentals

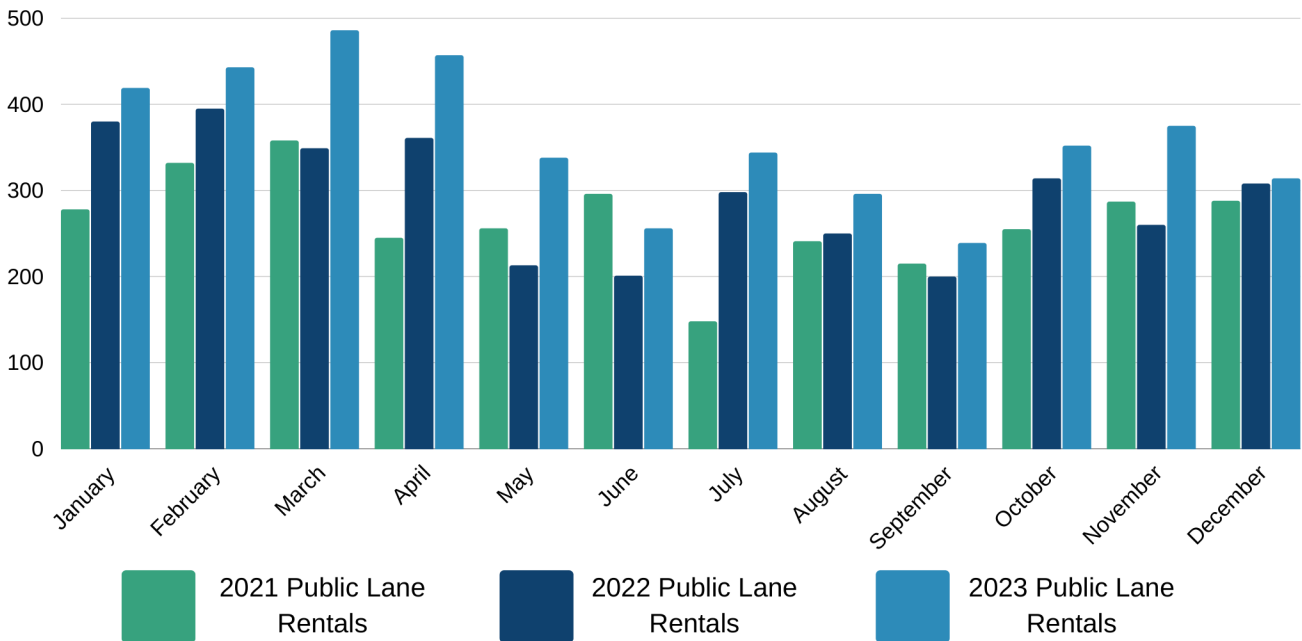
The HERO Center shooting range is open to the public on weekends from 10 a.m. to 6 p.m. excluding holidays. The following information provides an overview of the number of lanes rented by the hour. Total overall lanes available for rent each year is 9,984 unless the weekend falls on a holiday or holiday weekend. For 2023, we reduced the lanes available by 192 to account for 1/1/23 and 12/24/23 holidays. Total hours available for rent for 2023 is 9,792.

Saturday and Sundays - Public Lane Rentals

Figure 3



Public Range Usage Monthly Summary Comparison 2021 - 2023



Looking to the Future

We are looking forward to 2024, as we have already seen an increase in requests from new agency customers to train at the HERO Center. The addition of a facility operations specialist has made a significant impact in our efforts to provide a safe and clean state-of-the-art training facility for our public safety agencies and customers. Below are some additional key factors to help us generate revenue and provide the training space necessary for public safety training.

Key factors for 2024



Tier I educational contract for \$190,377 annually. (Pro-rated)



Extension of Tier I membership for \$168,826 and Tier II membership contract for \$31,423 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 sustained wind damage in 2023 which is being addressed and handled by our insurance provider. The process for bid and repairs is lengthy and an unexpected deductible cost will be expensed to the HERO Center in the 2024 budget year which will directly impact our expenses.



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