



Management
Analysis
& Development

- **Minnesota Department of Public Safety**

Public Safety Training Facility Needs Assessment

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Executive Summary

In 1999, the Minnesota Department of Public Safety submitted to the Legislature a statewide master plan for fire and law enforcement training facilities. Since that time, the state has provided significant capital funds for centralized and regional public safety training facilities and two community college law enforcement training sites. In 2008, the department's multi-disciplinary Regional Training Center Advisory Team requested an update to the 1999 plan. This report summarizes survey results on the specialized training facility and equipment needs of emergency medical services, fire departments, law enforcement agencies, and local emergency managers for continuing education purposes.¹

Public Safety Personnel

“Public safety” personnel work for law enforcement agencies, emergency medical services, fire departments and emergency management offices. Minnesota has approximately 13,000 emergency medical technicians (EMT), 20,000 firefighters, and 10,500 law enforcement officers. Every local government is required to appoint an emergency manager. A majority of EMTs and officers are located in the twelve-county Twin Cities Metro area, while firefighters are geographically dispersed statewide. Most fire departments and many Greater Minnesota emergency medical services are primarily volunteer-run. Greater Minnesota public safety organizations are typically smaller than Metro ones. Usually the largest ones are located in the county seat.

Training Facilities

Each discipline's mandated or expected training requirements require infrequent use of specialized training facilities and equipment. Some types of specialized training occur semi-annually or once per year.

A small number of EMS providers access “high fidelity” manikin training through higher education institutions or the largest hospitals in their area. Many fire departments rely on acquired vacant structures and mobile training equipment for “live” fire and rescue training. A small number of mostly Metro area fire departments use fixed burn facilities. The largest law enforcement agencies often own or share indoor or outdoor firing ranges. Many smaller Greater Minnesota agencies rely on gun clubs. Most EMS and fire departments use local parking lots or streets for driver training, while most law enforcement agencies use one of two of the state's largest driving ranges. The inventory identified the following specialized facilities and equipment:

- Four multi-purpose training facilities, with a fifth one funded in 2008 but not built.

¹ This report did not examine the need for classrooms or other general purpose training space or higher education's facility and equipment needs for providing pre-service public safety education.

- Five major live-burn fire training facility sites.
- Ten minor live-burn fire training facility sites.
- Four specialized live-burn fire training facility sites.
- Ten higher education institutions and two other entities with mobile fire trailers and props.
- Twenty-seven organizations with simulated manikins or training centers.
- Three driving ranges.
- Eight driving simulators, including three mobile ones.
- One large-scale law enforcement training center and two smaller-scale ones funded in 2008 but not built.
- Twenty-one firearms simulators.
- Two hundred and thirty-four firearm ranges used by law enforcement agencies.

Needs Assessment

Most emergency medical service respondents, especially in Greater Minnesota, are unaware of high-fidelity manikin training opportunities. This training also benefits hospital and clinical staff; it is uncertain if more of the training is targeted to this group than EMS staff or if opportunities generally are lacking. EMS providers' access to training on rescue operations, hazardous materials, large-scale disaster response, and interoperability communication did not rate positively statewide, with some exceptions for the Twin Cities Metro area.

Many fire departments' best and sometimes only training method is to use acquired vacant structures. But many expressed concern about their future availability and regulations governing their use. Mobile trailers and props rated well on availability, but the training rated lower than training with acquired structures and slightly lower than training with fixed facilities. The Metro East, Metro West, and Southeast (MN) regions have potential need, based on the proportion of survey responses and firefighter count. However, they comprise a small number of all departments and firefighters. Additionally, the Metro area has nearly all of the "major" fixed fire facilities.

Law enforcement agencies' firearm ranges are meeting their basic, state mandated training needs. The most pressing need is for moving-target and scenario-based training, especially in Greater Minnesota. Several large Metro and Greater Minnesota agencies and a few smaller Northeast, Southeast and Southwest ones indicated that their ranges do not meet their current or future needs.

Local emergency managers did not rate positively their access to any type of specialty training facilities for emergency operations center simulation, large-scale disaster training, and related training. Poor access is due to lack of necessary equipment, travel distance and no staff time to plan the training. Greater Minnesota respondents were more likely to rate their access lower than Metro ones.

EMS and fire departments' local driving locations are mostly meeting their needs, especially for basic driving maneuvers. The close proximity is probably the more important factor than how well the training is supported. Most law enforcement agencies' driver training needs are also being met, though many want the training to be closer and more readily available.

New regional facilities will not address public safety agencies' other significant training barriers, especially in Greater Minnesota. Many reported a lack of training funds or described volunteers' unwillingness to travel far. Fire departments are very reluctant to leave their service area. While many law enforcement agencies view firearm and driving simulators positively, they do not believe they can replace traditional "hands-on" training.

Recommendations

1. The state should only consider funding multi-purpose, regional facilities that many public safety disciplines and organizations can use. Other organizations should include public works and transportation agencies, private industry and higher education institutions. Single-purpose facility proposals should demonstrate a higher level of need than a multi-disciplinary one and priority given to ones that provide both pre-service and in-service training to maximize use.
2. The state should follow the 1999 Statewide Training Facility Plan's criteria for evaluating facility siting, ownership, and operation when considering potential capital funding requests (Appendix A).
3. The state should consider creating a capital grant program to assist public agencies in repairing, improving or updating existing specialized facilities and equipment. The funds could also expand an existing single-purpose facility to serve more than one discipline or replace an obsolete facility that cannot cost-effectively be repaired. The funds should not support the construction or purchase of new facilities or equipment for in-service training. State funding should be contingent on ensuring access for many departments, not just the owning agency or agencies.
4. The Minnesota State Patrol or a higher education institution should test the feasibility of a mobile firearms simulator for Greater Minnesota law enforcement agencies. Borrowing an existing one and using it in conjunction with the Patrol's mobile driving simulator provides a test opportunity.
5. The state should examine new methods of supporting public safety agencies' training budgets. Free or low-cost statewide training events or regional weekend schools, vouchers like the MnSCU fire ones, state-supported mobile simulators, or regional funding allocations could help agencies overcome their greater training barriers. These funds could help pay for travel costs and personnel time to facilities or support instructors and mobile equipment that bring the training to departments, and promote greater regional training coordination.

Background

In 1999, the Minnesota Department of Public Safety (DPS) submitted to the Legislature a statewide master plan for fire and law enforcement training facilities. This plan inventoried the number and type of public safety training facilities statewide. The plan also identified public safety departments' current and future training facility needs. The plan made a number of policy recommendations for the siting, ownership, funding, and operation of future facilities. In 2000, the department provided additional recommendations to the Legislature, including dividing the state into eight regions for facility location purposes.

Since that time, both the department and local governments have submitted capital budget requests for public safety training facilities. Some have been funded, and others have not. Additionally, the department's Regional Training Center Advisory Team categorized required training into three tiers: discipline-specific that is locally provided, specialized that is regionally provided) and full-scale that is centralized in one location. The department asked Management Analysis & Development to update the 1999 statewide plan's information and identify the highest priority locations for regional training facility capital investment.

Project Scope

This project's primary purpose was to assess the specialized, regionally provided training facility needs of law enforcement agencies, fire departments and emergency medical services through a survey. The project did not examine locally provided or full-scale training needs.² Nor did it assess general-purpose classroom or conference training needs, though often public safety skills or "hands-on" training has a classroom or lecture component, too. To a limited extent, the project also updated the 1999 plan's facility inventory, with a focus on regional facilities.

This project focused on Minnesota state and local public safety organizations' in-service training facility needs. The needs assessment excluded other organizations that may have similar training needs, such as federal law enforcement and emergency response agencies, public works departments, transportation and transit agencies, and private industry. This project did not assess the facility needs of higher education institutions that provide the initial (pre-service or pre-licensure) education for public safety careers.

² The state's central training facility, Camp Ripley, received state capital funds in 2008 for public safety training enhancements. An assessment of central, full-scale training needs has occurred and priorities identified for the capital funds.

Regional Analysis

Public safety department and personnel and survey results are presented by region, as defined in the 2000 Training Facilities Legislative Report.³ See the appendices' regional map. Each region's number of counties (hence geographic area) and population vary (Table 1). This report uses "Twin Cities Metro Area" to designate the twelve counties in the Metro East, Metro South and Metro West regions.

Table 1. Each region's number of counties and population

Regions	Counties	Percent of counties	2007 Population	Percent of population
Central	17	20%	536,445	10%
Metro East	4	5%	1,198,788	23%
Metro South	3	3%	249,249	5%
Metro West	5	6%	1,730,615	33%
Northeast	7	8%	332,586	6%
Northwest	14	16%	253,813	5%
Southeast	15	17%	610,156	12%
Southwest	22	25%	351,958	7%
Total	87	100%	5,263,610	100%

Population data from the State Demographer's Office. Percentages may not add to 100 due to rounding.

Advisory Team Role

The department's Regional Training Center Advisory Team has representatives from local and state responder entities and higher education institutions, and executive branch and legislative policy staff (Appendix B). The team advises the department on public safety training facility capital investments.

This report reflects advisory team members' input. Certain team members reviewed draft survey questions and provided a technical review of a first draft report. The entire advisory team received the second draft, and some members provided feedback on the recommendations. Management Analysis & Development incorporated these comments into this final report and recommendations, but is solely responsible for their content. The project team greatly appreciates team members' assistance throughout this project.

³ The one exception was Chisago County, which is placed in the Metro East rather than Metro West region.

Method

The project's two major activities were surveying public safety and emergency responder agencies and updating a ten-year-old public safety training facility inventory. The surveys focused on specialized facilities and mobile equipment unique to public safety training, and did not ask about general purpose classrooms. The surveys asked how well the facilities and mobile equipment supported certain types of training and their "access" factors, measured as ease of scheduling it, travel distance and user fee affordability. The inventory identifies new, "major" or regional facilities built since 1999 and new mobile equipment and simulators. It also documents the number of local specialized facilities, such as firearm ranges.

Survey Development

Separate surveys for emergency medical services (EMS), fire departments, law enforcement agencies, and local emergency managers were created. The 1999 statewide plan relied on a high-level assessment of current and future needs. As the 2000 report noted, the 1999 plan did not assess the quality of training, which can vary across the state.

This project's survey instruments assessed quality through specifically defined training components. Project staff interviewed leadership from the Emergency Medical Services Regulatory Board (EMSRB), Peace Officer Standards and Training (POST) Board, Minnesota Ambulance Association, and State Fire Marshal's Office to identify the type of facility features that support required training standards and anticipated ones. The local emergency management survey was developed from focus groups held as part of a separate, unrelated Department of Public Safety project.

These individuals and Advisory Team members who represent the law enforcement, fire, and emergency management professions, and higher education institutions reviewed the draft surveys. Four to five departments "pretested" each survey and provided feedback on its design, understandability and user ease. The surveys were revised based on the pretesters' experiences. The local emergency managers' survey was not pre-tested due to time constraints.

It is difficult to directly compare this report's results with the 1999 report's because different survey instruments were used, as well as a number of changes having occurred in the availability of training facilities and mobile equipment in some regions.

Survey Administration

This project used online surveys distributed by e-mail, except for fire departments because no central e-mail list exists. Paper surveys were subsequently mailed to smaller agencies to increase response rates.

Emergency Medical Services – The Emergency Medical Services Regulatory Board licenses all ambulance services. Board staff maintain an e-mail distribution list of all ambulance services directors. EMSRB staff e-mailed the survey link and one reminder to the directors. A week after the reminder e-mail, project staff called non-respondents to encourage them to complete the survey and in some cases e-mailed the survey link again.

Fire Departments – Both the State Fire Marshal’s Office and the U. S. Fire Administration have Minnesota fire department lists. The U. S. Fire Administration list includes each department’s firefighter count and county and was the primary source for mailing information to fire departments (no e-mails were available). Ninety-two departments missing from the U. S. Fire Administration list were added from the state fire marshal’s list.

A post card was mailed to each department under the state fire marshal’s name, asking them to open a subsequent letter from Management Analysis that directed departments to the online survey. A reminder post card was mailed two weeks later. E-mail addresses for non-responding fire departments in cities over 4,000 people were obtained through web searches and phone calls and an e-mail sent a week after the second reminder post card.

Three weeks after the second reminder postcard, a paper survey with a postage-paid return envelop was mailed to non-responding departments in cities under 4,000 people. Project staff called fire departments in cities over 4,000 people that had not completed a survey and in some cases sent another reminder e-mail.

Law Enforcement Agencies –The Minnesota Sheriffs’ Association and Minnesota Chiefs of Police Association sent a broadcast e-mail to their membership on the survey. The Peace Officer Standards and Training (POST) Board provided a list of all Minnesota law enforcement agencies with e-mail addresses, which the project team used to e-mail two reminders to non-respondents.

Two weeks after the second reminder e-mail, the project team mailed a paper survey to non-responding agencies in cities under 4,000 people. The project team called all non-responding sheriffs’ offices and agencies in cities over 4,000 people and in some cases sent another reminder e-mail.

Local Emergency Managers – The project team sent an e-mail to each county, tribal government and first-class city emergency manager and the Minnesota Homeland Security and Emergency Management’s six regional program coordinators who work with them. One reminder e-mail was sent two weeks later to non-respondents.

Response Rates

Overall response rates

The survey response rates range from 58 percent for fire departments to 79 percent for law enforcement agencies. These high response rates provide strong confidence that the results accurately represent all public safety agencies’ opinions.

Table 2. Overall survey response rates

Survey group	Recipients	Completed surveys	Response rate
Emergency Medical Services	274	188	69%
Fire Departments	787	455	58%
Law Enforcement Agencies	469	372	79%
Local Emergency Management	99	76	77%

Response rates by region

Response rates vary by region, but in all cases exceed 49 percent, except for the Northwest region’s fire department results. Metro region response rates were highest because phone call follow-up efforts targeted law enforcement agencies and fire departments serving cities over 4,000 people. Most of these cities are Metro ones.

Table 3. EMS agency survey response rates by region

Region	EMS Agencies	EMS Respondents	Response rate
Central	39	21	54%
Metro East	22	11	50%
Metro South	8	4	50%
Metro West	15	13	87%
Northeast	34	25	74%
Northwest	26	18	69%
Southeast	58	39	67%
Southwest	72	57	79%
Total	274	188	69%

Some respondents are directors for more than one EMS provider. They were instructed to complete only one survey. At least twenty-eight EMS providers were identified as “duplicates” but are counted in the 274 agencies. The overall response rate is 76 percent if the 28 are subtracted.

Table 4. Fire department survey response rates by region

Region	Fire Departments	Fire Respondents	Response rate
Central	138	80	58%
Metro East	47	35	74%
Metro South	27	20	74%
Metro West	68	57	84%
Northeast	131	70	53%
Northwest	86	31	36%
Southeast	127	73	57%
Southwest	163	89	55%
Total	787	455	58%

Table 5. Law Enforcement (LE) department survey response rates by region

Region	LE Agencies	LE Respondents	Response rate
Central	96	64	67%
Metro East	42	39	93%
Metro South	17	15	88%
Metro West	59	57	97%
Northeast	41	35	85%
Northwest	47	37	79%
Southeast	74	59	80%
Southwest	93	66	71%
Total	469	372	79%

Table 5a. Local emergency management survey response rates by region

Region	Recipients	Respondents	Response rate
Metro	14	10	71%
Northeast	13	10	77%
Northwest	16	10	63%
Southeast	18	15	83%
Southwest	19	17	89%
West Central	19	15	79%
Total	99	77	78%

Emergency management regions were used instead of the 2000 Training Facilities Legislative Report regions. The emergency management regions are very similar to the training facility ones.

Survey Data Quality Review

The survey data was reviewed for quality purposes. Individual answers were recoded to promote consistency and clarity for data analysis. The following adjustments were made:

- Proper local government names were removed to avoid identifying the respondent.
- Type of facility was added if left blank by the respondent. For example, if a law enforcement agency uses a gravel pit but does not view it as a firearms range, it was coded as an outdoor range for reporting purposes.
- A few law enforcement agencies indicated a range’s owner was “other entity” for another agency’s range or a jointly owned regional facility. These responses were recoded to “law enforcement agency.”
- A number of EMS, fire and law enforcement respondents listed the type of driving facility differently for the same or similar facility. For example, some respondents that use airports for driver training said they were a driving range and others said they were surface lots. For consistency, a “driving range” is

considered a facility specifically designed for driver training. Airports, fair grounds and other similar facilities were recoded as “surface lots” if the respondent had coded them as a driving range.⁴

- The EMS, fire and law enforcement surveys asked respondents to indicate how well their training facilities supported different types of training. The scale’s lowest choice was “not at all” or “not supported.” A number of respondents used this choice to indicate they did not conduct that type of training, though the survey instructions said to skip any questions not applicable to their situation. If a written comment indicated they did not do that type of training, the “not at all” or “not supported” answer was deleted.
- Some fire department respondents indicated they used a fixed burn facility, but the facility name indicated it was a mobile trailer or donated house. These answers were recoded.
- Surveys were spell-checked.
- Less common abbreviations were spelled out in parentheses.

Inventory

To a limited extent, this project updated the 1999 plan’s facility inventory, with a focus on regional facilities. Prior years’ capital funding requests, the surveys, and interviews with Advisory Team members identified new “major” facilities built since 1999 and ones planned for the next five to ten years.

Only regional facilities were contacted to verify survey information and collect data on capacity, utilization and training features. While reviewing the survey data, the project team called some respondents to verify information if they listed a new facility or equipment that had not been identified before or if two survey respondents provided contradictory information. Also, some law enforcement agencies use the same firearms range but listed different names or city locations. This data was reviewed to ensure no duplicate listings.

⁴ Hibbing Airport was the one exception because it has a vehicle test-drive facility with skid pad.

Measuring Training Facility Need

The surveys had two categories of questions. The first category addressed how well a facility supported training. The second set concerned “access” factors, such as “available for use” and “travel time.” Example 1 shows the law enforcement survey’s training and access questions.

Example 1. Training and access survey questions

How well do these facilities support the following types of training:

		Excellent	Good	Fair	Poor	Not at all
(1) Fixed-target training	<input type="checkbox"/>				
(2) Moving-target training	..	<input type="checkbox"/>				
(3) Low-light training	<input type="checkbox"/>				
(4) Inclement-weather training		<input type="checkbox"/>				
(5) Scenario-based training		<input type="checkbox"/>				

Please rate these facilities on the following:

		Excellent	Good	Fair	Poor	Very poor
(6) Available when officers want to use it	...	<input type="checkbox"/>				
(7) Travel time to facility	<input type="checkbox"/>				
(8) Safety and environmental controls	<input type="checkbox"/>				
(9) How affordable the user fees are (skip if it is your facility)	<input type="checkbox"/>				
(10) Able to meet your department's training needs for the next 10 years	<input type="checkbox"/>				

Table 6 shows the point value assigned to the response choices to calculate a respondent’s score. A respondent had to answer at least two questions in both the training and access sets to have a score calculated.

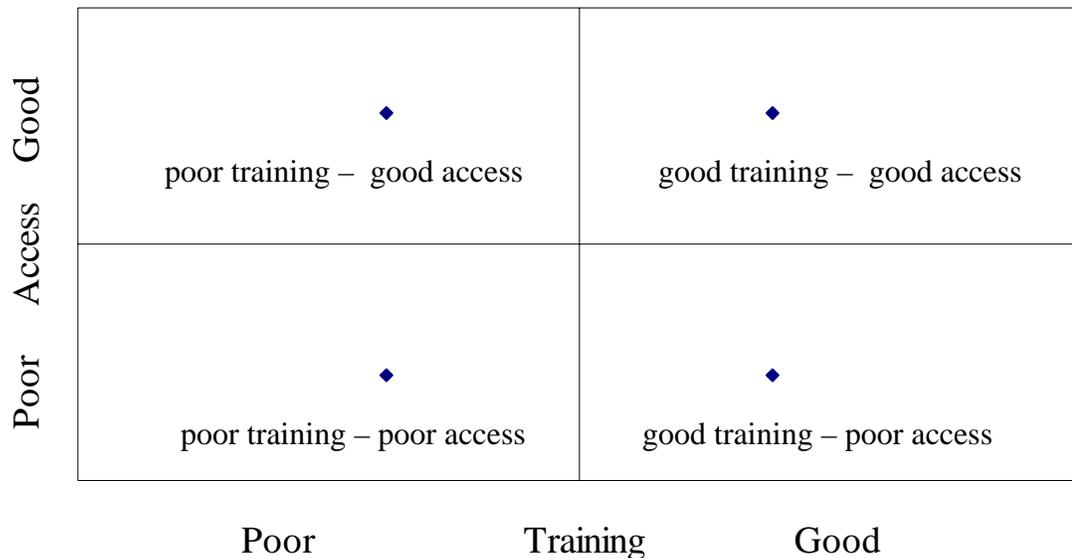
Table 6. Points assigned to response choices

Response choice	Assigned points
Excellent	2
Good	1
Fair	0
Poor	-1
Very poor Not at all Not supported	-2
No answer	0

Each respondent’s ratings were totaled. If a respondent rated all five training areas as “excellent,” the respondent’s training score totals 10 points. If the respondent rated all five access factors as “excellent,” the access score totals 10 points. Each training and access factor has the same weight. For example, safety and travel time are treated the same; one factor is not more important than the other in determining the overall score.

Each respondent’s training and access scores were plotted on a grid to determine how well the facility meets these two needs (Graph 1 is an example). The crosshairs divide the box into quadrants and represent the zero line. Each quadrant represents a different combination of training and access scores. Dots in the box’s left side have negative training scores. Dots below the line have negative access scores. Regional need was identified by the proportion of a region’s respondents with a negative training score compared to the statewide proportion.⁵

Graph 1. Example of plotted training and access scores



Other need measurement approaches may produce different outcomes. A negative score is the most restrictive threshold for identifying need. Respondents whose scores totaled zero (“fair”) or just slightly positive are considered not having a “need.” Raising the threshold would produce more departments in the “need” category. An alternative method for measuring need, not used in this report, is to identify the lowest quartile of scores. This method ranks all scores and does not set an absolute threshold to determine need, but a relative threshold.

The regional need for some types of facilities was also analyzed by the percentage of respondents indicating that their facility could not meet their future training needs. The scoring method gives equal weight to all training and access factors, including future need. Examining the future need ratings⁶ alone identified some respondents who rated

⁵ Access scores were mostly positive, so were not used to identify need, except for acquired structures fire training.

⁶ The “Able to meet your department’s training needs for the next 10 years” responses.

their facility moderately or barely positive on current training and access factors, but “poor” or “very poor” for future training needs.

Finally, the focus on multi-county regional need may mask the specific needs of large agencies in Greater Minnesota regional centers. For example, mobile trailers may be suitable for volunteer departments, but they may not provide the best training for regional center career departments.

Facility Maps

The appendices contain maps identifying the location of major public safety facilities. The maps do not identify the locations of public safety agencies, nor their relative size. An area of the state without a major facility may also lack potential users.

Emergency Medical Services Results

Departments and Personnel

The Emergency Medical Services Regulatory Board certifies four levels of emergency medical personnel. First responders have the least certification requirements and paramedics the most. Certified personnel total over 30,000, and more than half are first responders (Table 7).

Table 7. Certified emergency medical personnel

Certification type	Number	Percent
First Responder	17,695	58%
EMT-Basic	10,434	34%
EMT-Paramedic	2,356	8%
EMT-Intermediate	202	1%
Total	30,687	100%

Source: Emergency Medical Services Regulatory Board, November 2008
Percentages may not add to 100 due to rounding.

Minnesota licenses 274 ambulance services, with seven located in border states. Table 8 shows the distribution of ambulance services and emergency medical technicians (EMTs). First responders are excluded. Licensed ambulance services do not employ every certified person. Many first responders are peace officers, firefighters and non-public safety personnel whose job requires certification.

Just under half of all EMTs are located in the Metro area, while licensed ambulance services are distributed around the state. Metro area ambulance services are the state's largest operations, with fewer licensed services but more personnel. Many Greater Minnesota ambulance services rely on volunteers, much as fire departments do.

Table 8. Ambulance agencies and EMT personnel by region

Region	Ambulance Services	Percent of services	EMTs	Percent of EMTs
Central	39	14%	1,316	11%
Metro East	22	8%	2,365	20%
Metro South	8	3%	482	4%
Metro West	15	5%	2,948	25%
Northeast	34	12%	962	8%
Northwest	26	9%	721	6%
Southeast	58	21%	1,666	14%
Southwest	72	26%	1,547	13%
Total	274	100%	12,007⁷	100%

Source: Emergency Medical Services Regulatory Board, November 2008

Background on EMS Training

EMS personnel are recertified every two years. Depending on certification type, EMS personnel must complete 16 to 48 continuing education hours over a two-year period through required monthly or quarterly training. Required training follows federal Department of Transportation standards. Topics include airway management and resuscitation, advanced life support, bleeding and shock control, internal injuries and other medical emergencies. Training also involves environmental emergencies and rescue techniques. The survey assessed specialized facilities and equipment that support the following training:

- High-tech patient-simulation manikins⁸ that provide realistic advanced life saving training.
- Driver training covering normal and evasive maneuvering, backing, stopping, and parking.

The survey also asked about access to facilities and equipment that provide hazardous material, rescue operations,⁹ radio interoperability and large-scale disaster training, as well as distance learning.

⁷ The total excludes 985 EMTs who reside outside of Minnesota or could not be assigned to a region due to incorrect city name spellings.

⁸ Simulation manikins are sometimes known as SimMan® and SimBaby®.

⁹ The survey did not define “rescue operations,” but EMS providers’ special facility and equipment needs include vehicle extrications and safely moving patients over difficult terrain and through narrow stair cases.

EMS Needs Assessment

Overview

- Just 21 percent of EMS respondents reported having high fidelity manikin training within the last two years. Most who did not were unaware of such training opportunities. Even if aware of such training, accessibility, cost and travel distance are likely barriers.
- The survey identified 27 organizations with high-fidelity manikins. Many are hospitals that the EMS provider is associated with.
- Most respondents use local surface lots and streets for driver training, and they rated these locations positively. No region of the state had a disproportionate share of the few respondents rating their location poorly.
- Access to other specialty training generally rated “fair.” Central region respondents were more likely to rate their access lower and Metro respondents higher.
- The most significant training barriers are travel time, limited staff time for training and funding. Many respondents explained that their service is volunteer-run.

High Fidelity Manikin Training

Twenty-one percent of respondents (40 out of 188) had manikin training in 2007 or 2008 (Table 9). Metro area respondents were more than twice as likely to have had the training than Greater Minnesota ones. Southern Minnesota respondents were least likely to have manikin training. This difference is likely due to the many small EMS providers in southern Minnesota, which has almost half of the state’s licensed ambulance services but one-quarter of the state’s EMT personnel.

Table 9. Location of manikin users and all survey respondents

Region	Manikin users	All respondents	Users as a percent of All
Central	6	21	29%
Metro	15	28	54%
North	8	43	19%
South	11	96	11%
Totals	40	188	21%

Most manikin users rated their access and cost favorably (Table 10). A number of these respondents own their manikins, so access is not a problem. Training fees and manikins’ ability to meet future needs rated the lowest, though a majority still chose “excellent” or “good.”

Table 10. Manikin users’ “access” ratings

Access factor	Excellent\ Good	Fair	Poor\ Very Poor	Respond- ents
Available when you want to use it	85%	13%	3%	39
Travel time to its location	82%	12%	6%	34
Willingness of trainers to come to your location	79%	9%	12%	34
How affordable the training fees are	59%	33%	7%	27
Able to meet your department’s training needs for the next 10 years	59%	31%	10%	39

Percentages may not add to 100 due to rounding and are based on the number of respondents who answered each question.

Reasons for lower ratings

Eight respondents explained their “poor” or “very poor” ratings. Most indicated difficulty accessing manikin training:

- “It is not mobile and is used for many services. It is primarily used for paramedics training. I believe it is needed for EMT training as well but there is not enough time.”
- “Need to travel 45 miles one way to pick up equipment.”
- “Training is 2 hours or more for the staff. Cost is prohibitive and almost no one will travel this far for training.”
- “Very expensive and very limited availability.”

Four respondents, both manikin users and non-users, said they no longer use manikins for training or that it would be outdated in ten years.

Reasons departments did not use high fidelity manikins

Most respondents did not have manikin training. Nearly two-thirds were unaware of such training opportunities (Table 11). Travel distance and training costs were also barriers for approximately a quarter. One respondent wrote, “The sim man is 2.5 hours away so it is not very convenient to use it. And expensive to buy one for our region.”

It is uncertain if the respondents who were unaware of any training opportunities might also find them too costly or far. Metro “non-user” respondents were more likely to say it was too costly or that they did not need it, and less likely to be unaware of such training.

Table 11. Reasons EMS providers did not have manikin training

Reason	Percent of non-users
Not aware of such training opportunity	63%
Cost of training is prohibitive	27%
Training location is too far away	22%
Did not need this type of training in 2008 or 2007	11%

Percentages exceed 100 because respondents could choose more than one reason and are based on 136 manikin non-users who answered this question.

Driving Needs Assessment

Nearly all respondents conduct emergency vehicle operations training in parking or other surface lots (Table 12), typically their department's or hospital's lot. A majority also use local streets. Very few reported using driving ranges or simulators.

Table 12. EMS driver training locations

Location	Percent of respondents
Parking or other surface lot	78%
Local streets and roads	59%
Driving range or track	8%
Driving simulator	2%

Percentages exceed 100 because respondents could choose more than one location and are based on 178 respondents who answered this question.

Rating of training locations

Three-quarters or more rated their training locations as “good” or “excellent” for many types of driving “familiarization” maneuvers: backing, straight line, cornering, steering, braking, serpentine, and parking (Table 13). This training is easier to set-up in local surface and parking lots. Respondents were more likely to choose “good” than “excellent.”

Just over half said the same for evasive driving and collision avoidance. Skid control rated the lowest; over one-third said their location did not support or poorly supported it. These types of training are more difficult to conduct on local sites due to safety concerns and creating the proper conditions. Nearly all of the 16 driving range or simulator users chose “good” or “excellent” for all maneuvers, even skid control.

Table 13. How well the driving location supports training

Type of maneuver	Excellent\ Good	Fair	Poor\ Not at all	Respond- ents
Backing and parking	88%	12%	1%	176
Controlled steering and braking	75%	21%	4%	172
Straight line and cornering maneuvers at various speeds	73%	23%	5%	175
Serpentine (for timing and steering skills)	73%	21%	6%	164
Evasive driving and collision avoidance	56%	26%	18%	167
Skid control (on wet, icy, or loose surfaces)	38%	24%	39%	161

Percentages may not add to 100 due to rounding and are based on the number of respondents who answered each question.

Most respondents rated their location’s availability, travel distance and safety as “good” or “excellent” (Table 14). Two-thirds said the same for the location meeting their needs for the next ten years. “Good” was the more common choice, except for travel time, which was rated “excellent” by one-half of respondents. Many EMS providers conduct the training within their city. Driving ranges and simulators were less likely to rate high on availability and travel time, though their safety ratings were higher than surface lot and local street users.

Table 14. Rating of driving location “access” factors

Access factor	Excellent\ Good	Fair	Poor\ Very poor	Total respondents
Safety	84%	13%	3%	170
Travel time to training location	83%	16%	1%	167
Available when you want to use it	76%	18%	6%	172
Able to meet your department’s training needs for the next 10 years	64%	25%	12%	171

Percentages may not add to 100 due to rounding and are based on the number of respondents who answered each question.

Reasons for lower ratings

Thirty-two respondents explained their lower ratings. Reasons included lack of adequate facility or space to effectively conduct training, inability to duplicate necessary conditions (icy surfaces, etc.), difficulty scheduling the training, or the training is not useful.

Lack of adequate facility or space:

- “The space used is newly developed, will not be usable when more homes are built.”
- “We use the local airport on occasion, have used local streets, however the community has expanded and the streets are being used more.”
- “Emergency vehicles getting too large for small, angled parking lot.”

- “The training area is too small to allow training on all categories effectively.”
- “[We do] not have the facility to do this training.”
- “No actual track or place to do skid control.”
- “It is becoming harder to obtain a good area that is well maintained and available for public use as well as simulation for weather conditions.”
- “This is an open public area the we can not control access. This limits our ability to perform some activities”

Cannot create necessary conditions:

- “No way to simulate actual conditions in a parking lot.”
- “Not able to duplicate slippery conditions.”
- “Using our own equipment and the ability of applying limited adverse conditions (slippery and icy) do not fully cover skills training.”
- “In a parking lot there is no way to simulate real world driving, such as traffic, ice, snow, night, etc.”

Difficulty scheduling training:

- “It is difficult to schedule a time where we have enough people available to participate to make it worthwhile to have an instructor come in.”
- “Needs to be offered more frequently with lower numbers of required students to fill class.”
- “School does not offer enough classes per year so we train within.”

Training is not useful:

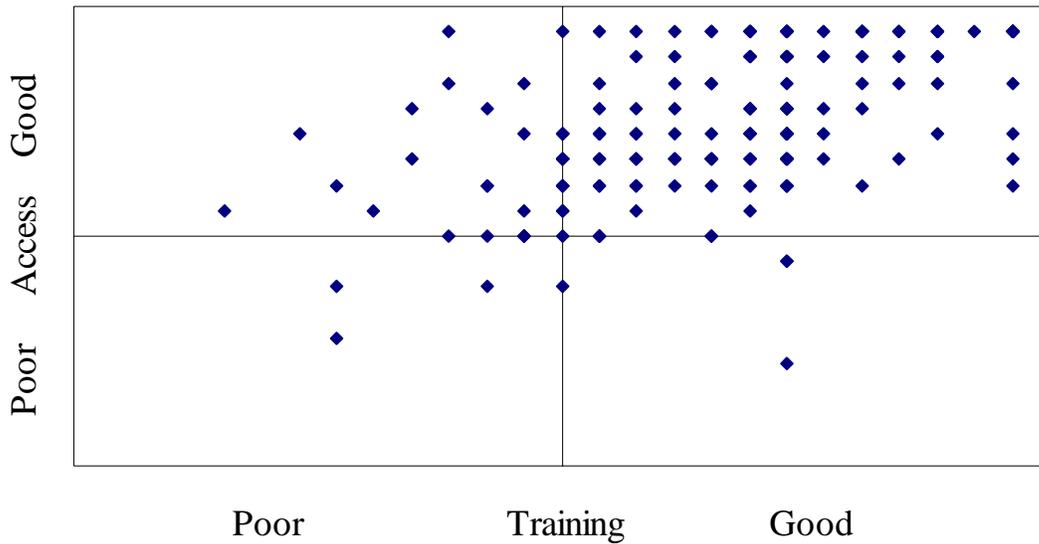
- “EVOG practical skills are not based on any sound research. The course is outdated and needs a complete ‘re-work’ based on what really happens on the job.”
- “We have found that pylon types of courses do not positively impact actual ambulance handling.”
- “Same rote course year after year; does not include practical applications such as evasive driving, skid plane.”
- “Needs to be more structured for EMS; it is much different driving an ambulance than a squad car or fire truck.”

Regional needs

Graph 2 illustrates visually Tables 13 and 14’s information. Each dot represents a respondent’s training and access scores.¹⁰ Most respondents’ rated their location’s training and access positively (upper right quadrant). The next largest group rated their access “good” but training “poor” (upper left quadrant). Very few rated their driving location “poor” on both training and access (lower left quadrant).

¹⁰ A dot may represent more than one respondent if two or more had the same scores.

Graph 2. Driving location training and access scores



Twenty-three out of 177 respondents rated their driving location’s support of training poorly overall (left half of Graph 2). No region has a disproportionate share of them (Table 15).

Table 15. Location of respondents who rated their location’s training support as “poor”

Region	“Poor” driving respondents	All driving respondents	“Poor” as a percent of All
Central	3	20	15%
Metro	5	27	19%
North	4	42	10%
South	11	88	13%
Total	23	177	13%

Twenty respondents indicated their driving location would not meet their future needs (no table). The Metro area had a disproportionate share: 25 percent compared to 11 percent overall. Respondents wrote that their training site was too small or that it may be unavailable in the future.

Access to Other Training

Survey respondents were asked how they would rate their department’s access to special facilities and equipment for other types of training. The most common response was “fair” (Table 16). Rescue operations had the highest “excellent” and “good” responses with 49 percent. Access to distance learning tools had the lowest ratings. Fewer than 12 percent of respondents chose “excellent” for any type of training. MnSCU

Fire/EMS/Safety Center staff report that the regional Fire-EMS-Rescue Schools¹¹ provide few EMS classes, but could do so to address this lack of access.

A few regional differences exist (no table). Central region respondents were more likely to rate access to hazardous materials training lower than all respondents (24 percent chose “excellent” or “good” versus 41 percent overall). Central respondents rated access to rescue operations and interoperability communication training slightly lower than all respondents, too.

Almost two-thirds of Metro respondents rated their access to interoperability communication and disaster response training positively. The percentage of Metro respondents choosing “excellent” or “good” exceeds the overall group’s by 20 percentage points. Most regions rated their access to distance learning tools similarly. Metro respondents rated their access higher than the group’s (48 percent versus 38 percent).

Table 16. EMS rating of access to facilities and equipment for various training

Type of training	Excellent\ Good	Fair	Poor\ Not at all	Respondents
Rescue operations	49%	37%	14%	183
Hazardous materials	41%	40%	19%	186
Large-scale disaster response	40%	44%	16%	185
Interoperability communication	39%	44%	17%	186
Online classes, web cams or video conferencing for distance learning	38%	41%	20%	181

Percentages may not add to 100 due to rounding and are based on the number of respondents who answered each question.

Reasons for lower ratings

Fifty-six respondents explained their “poor” or “not at all” ratings. Common reasons include facilities and equipment being unavailable or located too far away, lack of financial resources, lack of technology or equipment for distance learning, and being unaware of training opportunities. A few respondents said they do not train in these areas because they are air or transport ambulance services, or their fire department is responsible.

Facilities and equipment are unavailable or located too far away:

- “We do not have a specialized training facility near us.”
- “Equipment for special rescue and staff qualified to teach are hard to come by.”
- “There are no special facilities or equipment located within a 200 mile radius of us for training on hazardous materials or large-scale disaster response.”
- “Special facilities and equipment over 60 miles away.”
- “All special facilities for the above training are at least 90 miles from our location. It is not cost effective to transport 25 people to a facility that far away.”

¹¹ MnSCU provides a full weekend of course offerings at select locations around the state periodically throughout the year. The classes are attended by personnel from many departments.

- “We are far from all training opportunities and most of the ‘really good’ training opportunities are in the bigger regions.”
- “None of these services are available in this part of the state.”
- “Distance is our biggest factor and being 100% volunteer (everyone has day jobs) we provide training [here].”

Lack of financial resources:

- “Because of the other types of equipment and training the ambulance staff is required to attend, there is little time for specialized rescue training, nor is there money to pay for the equipment and training.”
- “Limited resources as well as limited instructor resources make a lot of this training difficult.”
- “Money to help buy more supplies and provide training.”
- “Our service does not have the technology or funds to use web cams or video conferencing for distance learning.”

Lack of technology or equipment for distance learning:

- “We don’t have a regular IT person on site to help set up such training.”
- “Web based/ITV classes don’t work. We don’t use because of poor results.”
- “Our computer system does not have a lot of success when attempting to streamline videos for online classes.”
- “Video conferencing may be available through local county office building but not available at our base of operations.”
- “We do not have web cam on our computer.”
- “We don’t have the equipment for any of the web based or video conferencing.”
- “Do not have access to web cams or video conferencing.”
- “We don’t have the web cam available for training, but most of our EMTs have computers that they might use for online classes.”
- “Our service does not have internet service.”

Unaware of what is available:

- “Interoperability - I don’t recall us getting notification of this type of training.”
- “Unknown that this training is available [interoperability communication and large-scale disaster response].”
- “We have received no training on interoperability communication at this point. I am uncertain as to where that would come from.”
- “Do not know of any available and no access to facility if made available [online training].”
- “We are not aware of any training regarding [online/webcam]. We also need the equipment in our fire hall to access the training.”
- “We have not used this media in the past, would like more information on what is available.”

Training Barriers

Most respondents described their department's biggest barriers to effective training. Overall, travel time, limited staff time for training and funding were cited most frequently. Many departments are far from training locations, and it is challenging for volunteers to take time away from their jobs and family to attend unpaid training. Two-thirds of respondents said they would not travel more than 50 miles one-way for training, and just under a third would not travel more than 25 miles. However, one-third of Northern Minnesota respondents said they would travel more than 75 miles.

The majority of respondents who replied to this question expressed concerns about money. They noted that funding is limited – both for the training and the volunteer's time and staff overtime. Additionally, travel cost (hotel, gas, food, etc.) can be burdensome.

Other barriers include difficulty scheduling and getting people together, challenges of a volunteer department, lack of access to training facilities, and difficulty offering “fun” and “different” training. One wrote that it is “hard to... keep up with techniques/skills as well as keeping instructors up to date.”

Costs and staff coverage:

- “Budget, not enough money to pay for staff members time when at classes.”
- “Funding and staffing levels being short.”
- “Money and obtaining the most up to date equipment.”
- “Cost and availability of personnel.”
- “Cost, manpower to cover on duty staff.”
- “Cost - both for vendors to come and teach and for overtime required.”
- “The issue is to get everyone trained and have people to cover. My crew feels it is best to train together, since we have to work together on scene.”
- “Cost for small departments. [One college] charges 200 dollars for training sessions, and on a small service budget that is very prohibitive. ”
- “The vo-tech system is way too high priced for EMS training as we don't need college credits for it.”

Difficulty scheduling and getting people together:

- “Getting everyone in one place at the same time with people still on call.”
- “Getting everyone at the same place at the same time.”
- “Scheduling. We are all volunteers with varying work schedules and family obligations.”
- “Getting everybody to show up for training. We live so far out of the way and everybody is so busy with their families it is hard to pick a day that suits everybody.”
- “Trying to get the entire ‘volunteer’ staff through training sessions. Difficult due to various schedules.”
- “We are a volunteer unit and my people have primary jobs that they can not leave for training during the day in the middle of the week.”

Challenges with volunteer departments/crews:

- “Sometimes volunteers like to get a little laid-back as they are ‘only volunteers.’ It’s difficult to ‘mandate’ to them, but yet they are very good when an actual situation arises.”
- “Money first then trying to get the volunteers to commit to the training.”
- “Time duration/day of training. We work with volunteers with limited schedules.”
- “Volunteers in MN are being required to do additional training with no compensation.”
- “All of our members are volunteers. We all have main jobs, families, etc. The training and mandatory requirements are becoming a factor in our ability to keep members on our service.”
- “Being a volunteer service, members are not given large incentives to participate in off site training opportunities. Recruitment and retention is a higher priority to our service than high tech training.”
- “Add all the OSHA training members are required, when does a small department have any time to devote to topics that we deal with day to day??”

Lack of access to training facilities:

- “Availability of training sites.”
- “Budget and being a rural department not always having access to the same equipment/training that is available in a larger city such as the metropolitan area.”
- “Easy access to a training facility. Most training is conducted at least 90 miles from our station.”
- “Knowing what is available nearby.”
- “Cost and the ability to have the training provided in our community.”

Keeping training interesting:

- “Finding new ways to present information that is a repetitive requirement.”
- “Coming up with new idea to keep crew from getting bored.”
- “We need to personally look into doing different types of training to keep people interested in learning.”
- “Making the required training fun and different.”

Equipment Inventory

High Fidelity Manikins

A high fidelity manikin is a computer-driven, technically advanced training device that provides realistic medical emergencies for “hands-on” training. The high-end patient simulator manikin imitates blocked airways, cardiac situations, seizures, bleeding and other complicated situations. The manikin costs \$28,000 but the accessories, training modules and computer equipment can raise the price close to \$100,000 if all the features are purchased.¹² Less technically advanced manikins provide vital signs and

¹² <http://www.laerdal.com/document.asp?subnodeid=33202760> and <http://www.laerdal.com/document.asp?subnodeid=7320252>. Accessed January 30, 2009.

airway\cardiac training and sell for \$7,000.¹³ They are designed for basic or advanced life support training.

The survey identified high fidelity manikins that respondents used. This list is not comprehensive of all high fidelity manikins in the state. Hospitals and health care education programs may also have this equipment, but they are used primarily to train hospital and clinic staff, rather than “pre-hospital”¹⁴ staff such as EMTs. For example, Children’s Hospitals and Clinics of Minnesota own a motor coach built as a pediatric and neonatal emergency training simulation center, but it does not train “pre-hospital” responders.

Manikin owners include higher education institutions, EMS training organizations and ambulance services (or their affiliated hospital). Ambulance services with their own manikins may provide training to other services, but only with the owning agency’s instructor. The manikin’s high costs make some owners reluctant to “loan” them.

The inventory identified 27 organizations with various types of high-fidelity manikins. Some have more than one (adult, ob/gyn, and baby models), and others have a single, older model. Twelve hospitals have manikins that EMS providers have used. Two of them are large hospitals that have EMS training departments. A couple of respondents noted difficulty accessing their hospital’s manikin.

Eight EMS services have manikins, and one offers classes to other providers. Six higher education organizations provide manikin training. Two have mobile equipment and provide training to other areas of the state, as well as fixed sites at their campuses. Finally, one countywide EMS consortium has a manikin that members borrow. Fourteen of the organizations are located in the Greater Minnesota, nine in the Metro area and four in out-of-state border communities.

Table 17. Count of organizations with manikins

Organization	Count	Percent
Hospital	12	44%
EMS	8	30%
Higher education	6	22%
EMS consortium	1	4%
Total	27	100%

¹³ <http://www.laerdal.com/document.asp?subnodeid=20268670>. Accessed January 30, 2009.

¹⁴ The on-scene or transporting medical responders.

Fire Department Results

Departments and Personnel

Minnesota has 787 fire departments and at least 19,000 firefighters (Table 18). Approximately 90 percent of departments and firefighters are volunteer.¹⁵ Career departments are located in the largest cities. The Minneapolis and St. Paul fire departments employ almost half of the state’s 1,820 career firefighters. The typical size of a Twin Cities Metro area volunteer department is 30 firefighters. The typical size for Greater Minnesota volunteer departments is 23 firefighters.

Table 18. Minnesota fire departments and firefighters by region

Region	Fire departments	Percent of departments	Career firefighters	Volunteer firefighters	Percent of firefighters
Central	138	18%	74	2,836	15%
Metro East	47	6%	537	1,665	12%
Metro South	27	3%	3	769	4%
Metro West	68	9%	664	2,265	15%
Northeast	131	17%	234	2,131	12%
Northwest	86	11%	87	1,648	9%
Southeast	127	16%	220	2,586	15%
Southwest	163	21%	1	3,277	17%
Total	787	100%	1,820	17,177	100%

Source: National Fire Data Center, United States Fire Administration, Department of Homeland Security and the Minnesota State Fire Marshal’s Office. Ninety-two departments did not participate in the national fire census project, so the number of firefighters is underestimated (perhaps by 1,000). One “Minnesota” department is located in North Dakota. Percentages may not add to 100 due to rounding.

Background on Fire Training

The federal Occupational Safety & Health Administration (OSHA) requires that fire departments provide the equipment, training and education commensurate with the duties firefighters are expected to perform (OSHA 1910.156). OSHA recommends that firefighters participate in live-fire training at least annually and perhaps more often for interior firefighting, if the fire department chooses to fight interior fires. Most survey respondents require firefighters to meet National Fire Protection Association’s Fire Fighter I or II standards.

¹⁵ “Volunteer” includes “paid-per-call” departments.

The survey assessed specialized facilities and equipment that support the following training:

- Live burns provide experience and exposure to smoke, heat and the dynamics of fire. Live-burn training can be provided by a fixed burn facility or a mobile burn trailer, or in acquired structures set on fire for training purposes. Fixed facilities range from multi-floor buildings to a single room or stationary truck trailer or mobile home.
- Confined space search and rescue involves simulated rescue in hard-to-access spaces such as tunnels, silos, sewers, storage pits and trenches where rescuers wear breathing equipment and protective clothing, as well as carry equipment. Search and rescue training also involves smoke-filled “residential” rooms with obstacles to maneuver around.
- Hazardous material spills and containment training provides techniques to contain and control dangerous materials spilled or released into the environment.
- Driver training for firefighters with vehicle responsibilities, covering normal and evasive maneuvering, backing, stopping, and parking.

Other types of training that fire facilities and props support but were not specifically addressed on the survey include vehicle fires and extrications, high-level rappelling and other technical rescues, and heat and fire ventilation techniques.

Fire Fighting Needs Assessment

Overview

- Most departments conduct live burn and other specialized training infrequently. Many do it just once per year.
- Most respondents use acquired structures for live-burn training. The training experience is rated very high. But, respondents are concerned about their future availability.
- Over half of respondents use trailers and props. While two-thirds rate the training experience positively, trailers and props rate lower than acquired structures and slightly lower than fixed facilities. Respondents rated access to this training well, though a number expressed concerns about user fees.
- Most departments are unwilling to travel very far for training, due to the time commitment from volunteers and concerns about reduced fire coverage while away.

- The Metro East and West and Southeast regions have potential need, based on the proportion of survey responses and number of firefighters. However, they comprise a small proportion of all departments and firefighters.

Frequency of specialized training

Most departments had specialized training once or twice in 2007 and 2008 (Table 19). The most common training methods are acquired structures (69 percent of respondents) and mobile equipment (53 percent). Eighteen percent of departments use fixed facilities. Fourteen percent did not use specialized facilities or equipment in either year. The largest number of respondents used a particular type of facility or equipment once, though fixed facility users were more likely to use them multiple times.

Often departments use more than one training method. Half of the departments using acquired vacant structures also used mobile trailers and props. Two-thirds of the fixed facility users also trained with props and trailers or acquired structures.

Table 19. Number of trainings and type of facility used

Trainings in 2007 and 2008	Fixed training facility	Mobile trailers and props	Acquired vacant structure
One	31%	46%	42%
Two	25%	29%	32%
Three times	15%	14%	14%
Four or more times	30%	11%	12%
Total	100%	100%	100%
Respondents using this type of facility	81	240	313

Percentages may not add to 100 due to rounding and are based on the number of respondents using that type of facility. Respondents could have used more than one type.

Table 20 lists the reasons why departments did not use a fixed facility, mobile equipment or acquired structure, or had no specialized training. Travel distance and inability to afford the user fees were the most common reasons departments did not use fixed facilities. Inability to afford the user fees was often the reason departments did not use mobile equipment.¹⁶ Acquired structures were not used because they were unavailable or regulations are too restrictive. Typical “other” reasons include “no need to use that type of facility” or “impractical to do so,” the difficulty of acquiring vacant structures, and problems scheduling training. A few said training did not occur because of the time commitment, “too busy” or “poor attendance.”

¹⁶ Most of the departments that did not use mobile equipment also did not use fixed facilities. It is not necessarily an issue of high mobile equipment fees but the departments’ inability to afford either type of training.

Table 20. Reasons a department did not use a fixed facility, mobile equipment or acquired structure or have any specialized training

Reason	Fixed facility not used	Trailers and props not used	Acquired structures not used	No specialized training
Travel distance too great	36%	29%	21%	31%
Cannot afford the user fees	34%	45%	25%	51%
Did not need the training	5%	8%	6%	8%
Unavailable for our use	25%	14%	44%	29%
Other	15%	20%	19%	28%
No reason given	17%	17%	13%	3%
Respondents not using this type of facility	292	120	72	65

Column percentages exceed 100 because respondents could choose more than one reason. The percentages are based on the number of respondents not using the type of facility.

The reasons did not vary too much by region, with a few exceptions. Northern departments were more likely to say the travel distance was too great or they could not afford the fees. Central respondents were more likely to say “unavailable for our use.” Metro respondents were most likely not to indicate a reason. Many of them had training through two different methods, so they probably did not need the third.

Fixed facility evaluation

Eighteen percent of respondents trained at fixed facilities in 2007 or 2008, and two-thirds are Twin Cities Metro area departments.

Two-thirds or more of fixed facility users rated them well on four types of training: interior fire suppression, heat and smoke exposure, search and rescue, and multi-story training (Table 21). Respondents were most likely to rate this training as “good,” with less than 20 percent saying it is “excellent.” Respondents indicated that fixed facilities do not support exterior fire fighting and hazardous material training well. The buildings are typically not designed for them.

Table 21. How well fixed facilities support training

Type of training	Excellent\ Good	Fair	Poor\Not supported	Total respondents
Live-burn interior fire suppression	74%	21%	5%	78
Heat and smoke exposure	71%	21%	8%	77
Confined space search and rescue	64%	20%	16%	70
Multi-story building fire suppression and search and rescue	63%	16%	21%	70
Live-burn exterior fire suppression	31%	30%	39%	67
Hazardous materials spill response	31%	15%	55%	62

Percentages may not add to 100 due to rounding and are based on the number of respondents who answered each question.

Nearly all fixed facility users rated them high on safety and environmental controls and availability (Table 22). Two-thirds rated them positively on travel time. One-third chose “excellent” for these three factors.

Fixed facilities users who rated them lower had concerns about travel time and user costs. A couple said it is hard to schedule another department’s facility, with one writing that “[visiting departments] are last on the list and it not the fault of the owner department that you have to train as well.” Some noted that they do not want to send their members out of the city for training and have no coverage.

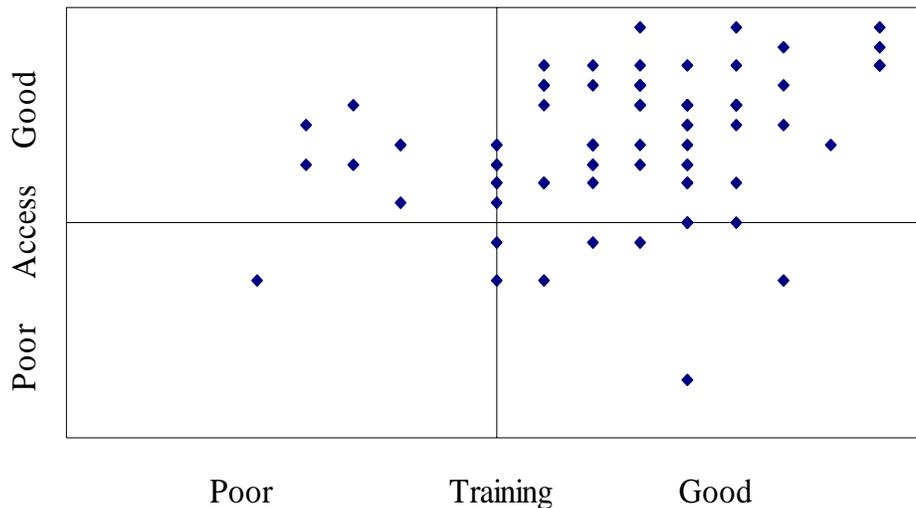
Table 22. Rating of fixed facility “access” factors

Factor	Excellent\ Good	Fair	Poor\ Very poor	Total respondents
Safety and environmental controls	86%	14%	0%	72
Available when you want to use it	83%	11%	7%	76
Travel time to its location	67%	17%	16%	76
How affordable the user fees are	56%	34%	9%	64
Able to meet your department’s training needs for the next 10 years	45%	37%	18%	73

Percentages may not add to 100 due to rounding and are based on the number of respondents who answered each question.

Graph 3 illustrates visually Tables 21 and 22’s information. Each dot represents a respondent’s training and access scores.¹⁷ Most respondents’ rated their location’s training and access positively (upper right quadrant). Thirteen percent rated their training poorly (left half of box). These respondents are located in the Northern and Southern regions (Table 23).

Graph 3. Fixed facility training and access scores¹⁸



¹⁷ A dot may represent more than one respondent if two or more had the same scores.

¹⁸ Respondents’ exterior fire suppression and hazardous materials ratings are excluded because fixed facilities are not typically designed for them.

Table 23. Location of fixed facility users who rated their training support as “poor”

Region	“Poor” facility users respondents	All facility users	“Poor” respondents as a percent of All	“Poor” respondents’ firefighter count
Central	0	2	0%	0
Metro East	1	23	4%	63
Metro South	0	10	0%	0
Metro West	2	22	9%	75
Northeast	1	4	25%	40
Northwest	1	3	33%	56
Southeast	3	6	50%	126
Southwest	2	8	25%	66
Total	10	78	13%	426

Thirteen fixed facility users said the facility they use would not meet their future needs (Table 24). By firefighter count, most are located in the Metro area. These respondents explained that travel distance is a barrier, as well as current fixed facilities’ inability to support the type of training they need.

Table 24. Location of respondents whose fixed facility will not meet their future needs

Region	“Will not meet needs” respondents	All respondents	“Will not meet needs” respondents as a percent of All	“Will not meet needs” respondents’ firefighter count
Central	1	2	50%	25
Metro East	4	23	17%	299
Metro South	0	10	0%	0
Metro West	3	22	14%	211
Northeast	1	3	33%	30
Northwest	1	3	33%	15
Southeast	2	4	50%	30
Southwest	1	6	17%	45
Total	13	73	18%	655

Trailers and props evaluation

Almost two-thirds of respondents rated trailers and props positively for interior fire suppression, heat and smoke exposure, and confined space training (Table 25). Respondents were more likely to rate them “good” than “excellent.” Exterior fire suppression and hazardous material spill response rated lower, with several saying trailers did not support this type of training. Trailers and props had slightly lower positive training percentages compared with fixed facilities.

Table 25. How well trailers and props support training

Type of training	Excellent\ Good	Fair	Poor\Not supported	Total respondents
Live-burn interior fire suppression	65%	23%	12%	178
Heat and smoke exposure	65%	25%	10%	181
Confined space search and rescue	62%	26%	12%	185
Live-burn exterior fire suppression	40%	22%	39%	161
Hazardous materials spill response	25%	20%	55%	138

Percentages may not add to 100 due to rounding and are based on the number of respondents who answered each question. A number of respondents use trailers for one or two types of training, rather than all types.

A small number of respondents wrote about trailers’ and props’ limited realism:

- “Trailers provide only limited exposure to real situations that may be faced because they are stripped, lined with fire proof or retardant materials, and only combustible materials like wood, hay, straw, and cardboard are allowed.”
- “Not big enough-no areas to ‘hide’ to train search and rescue.”
- “Can only do so much with mobile props.”
- “Fixed and trailer are often set up in the same type of configuration. They are easily figured out by firefighters and quickly become easy to fight, thus the student begins to cheat and not use senses needed when in a real structure fire.”
- “Heat and smoke exposure in portable and fixed props does not compare to the real thing.”
- “Just not real enough for all aspects: fire, ventilation, search, etc.”
- “Flashover/rollover simulators are good education to watch but cannot participate.”
- “It is very difficult to train in the trailers. It is better than no live fire but it is not good live fire training. Fire behavior is very controlled unlike in a structural live fire training.”

The survey did not differentiate between different types of trailers. Some are older model “Class A” ones using straw or pallets for its fire source and others are modern propane-fueled ones. Each type fills a different training need and offers different scenarios. Additionally, the newer trailers have advanced design and technology that provide more realistic training than the older models.

Trailers and props rated very well on the “access” factors. Nearly all respondents rated positively trainers’ willingness to come to their location, safety and environmental controls, and available when they want to use them (Table 26). Nearly half rated trainers’ willingness to travel as “excellent.” Trailers’ ability to meet respondents’ future needs and affordability of user fees rated lower, though a majority still chose “excellent” or “good.”

Table 26. Rating of trailer and prop “access” factors

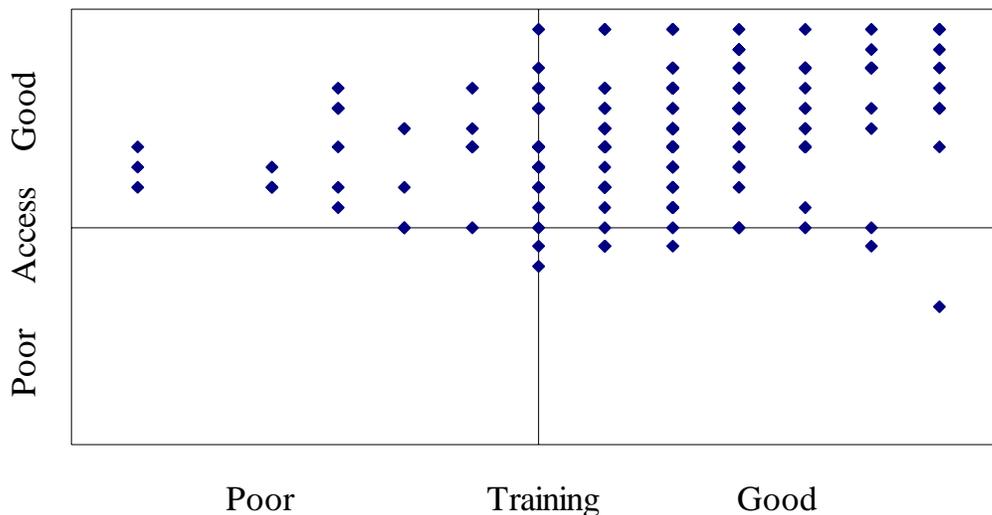
Factor	Excellent\ Good	Fair	Poor\ Very poor	Total respondents
Willingness of trainers to come to your location	91%	8%	1%	217
Safety and environmental controls	89%	10%	1%	210
Available when you want to use them	78%	21%	1%	214
Able to meet your department’s training needs for the next 10 years	56%	36%	8%	215
How affordable the user fees are	54%	38%	8%	216

Percentages may not add to 100 due to rounding and are based on the number of respondents who answered each question.

Several respondents said the costs were too much for small departments. A few were also critical of the instruction quality, while one said “Our firefighters felt the instruction and ‘hands on’ was so beneficial.” A couple said they were hard to schedule, with one noting that they are unavailable in the winter, “when we have more time to train.”

Graph 4 illustrates visually Tables 25 and 26’s information. Each dot represents a respondent’s training and access scores.¹⁹ Most respondents’ rated their location’s training and access positively (upper right quadrant). Thirteen percent rated the training poorly (left half of box).

Graph 4. Trailer and prop training and access scores²⁰



¹⁹ A dot may represent more than one respondent if two or more had the same scores.

²⁰ Respondents’ exterior fire suppression and hazardous materials ratings are excluded because trailers and props are not typically designed for them.

By percent and firefighter count, most of the “poor” training respondents are located in the Metro East and West regions. However, one large career department with its own fixed facility rated this training poor. Seventeen respondents indicated that trailers and props will not meet their future needs (no table). These departments have almost 700 firefighters, and most are located in the Metro East and West regions and the Southeast region.

Table 27. Location of trailer and prop users who rated their training support as “poor”

Region	“Poor” trailer\prop users respondents	All trailer\prop users	“Poor” respondents as a percent of All	“Poor” respondents’ firefighter count
Central	3	38	8%	80
Metro East	5	19	26%	622
Metro South	0	7	0%	0
Metro West	10	36	28%	515
Northeast	0	28	0%	0
Northwest	2	5	40%	102
Southeast	3	38	8%	119
Southwest	3	37	8%	89
Total	26	208	13%	1,527

Acquired structures evaluation

Most respondents rated acquired structures very highly for all types of training except hazardous materials. (Table 28). More than two-thirds of users rated the live-burn interior training and heat and smoke exposure as “excellent,” and just over half said the same for exterior live-burn training. As one respondent wrote, “The most realistic training for our firefighters. It gives them training AND experience and builds confidence.”

Acquired structures also rated well on search and rescue and multi-story training, though typically one-third chose “excellent.” Acquired structures do not rate well on hazardous materials training, but they were never designed for it.

Table 28. How well acquired vacant structures support training

Type of training	Excellent\ Good	Fair	Poor\Not supported	Total respondents
Live-burn interior fire suppression	92%	4%	4%	293
Heat and smoke exposure	92%	5%	3%	287
Live-burn exterior fire suppression	87%	8%	5%	288
Confined space search and rescue	72%	13%	15%	270
Multi-story building fire suppression and search and rescue	62%	9%	29%	249
Hazardous materials spill response	22%	15%	63%	224

Percentages may not add to 100 due to rounding. Percents are based on the number of respondents who answered each question.

While acquired structures rated highly on training, many respondents indicated their availability now and in the future is low (Table 29). Almost two-thirds chose “fair,” “poor” or “very poor” for these two access factors.

Table 29. Rating of acquired vacant structure “access” factors

Factor	Excellent\ Good	Fair	Poor\ Very poor	Total respondents
Safety and environmental controls	63%	27%	10%	285
Availability in your area	39%	42%	20%	293
Able to meet your department’s training needs for the next 10 years	38%	33%	29%	289

Percentages may not add to 100 due to rounding and are based on the number of respondents who answered each question.

Many acquired structure users wrote about their scarcity and the regulations for using them and the associated costs. A few noted safety concerns.

Scarcity:

- “Not many structures in the area to acquire and then the cost to have them inspected and remove products that are hazardous.”
- “Most older buildings in the city have been used.”
- “There is no way to predict when structures will become available for use.”
- “They are just a quick training that does not handle new hires in the future.”
- “Not as many out there to do training. We are adding staff very year in place of retiring members.”
- “Not many buildings fit our needs.”
- “Small town - rural area, hard to obtain buildings to train with.”

Regulations and associated costs:

- “Paper work to burn an acquired structure is long and frustrating.”
- “It takes too long to get all of the required permits; people usually want the building destroyed before we can get the paper work completed.”
- “The permitting process and the timelines from the developers do not allow for quality trainings needs. Most often, we only get these structures for 1-2 weeks anymore.”
- “It costs more to dispose of charred wood and ashes from a structure than it does to just tear it down and haul it away.”
- “Rules are making it difficult to the point we will not acquire any more.”
- “MPCA must lighten up. These guys are getting rich at our expense and forcing us to become cowboys in the rural areas. This isn’t safe but happening a lot.”
- “By the time you remove everything we cannot burn, it is costly and very time consuming. It has gotten so that it is not cost effective to burn vacant structures, and to use trailers is way too costly in our area.
- “Have to come up with money for asbestos surveys which we try to recoup by having the owner pay which in turn then he just pushes it in a hole instead of burning it. State should pay for survey, no charge to the homeowner, and the fire dept. gets training out of it.”

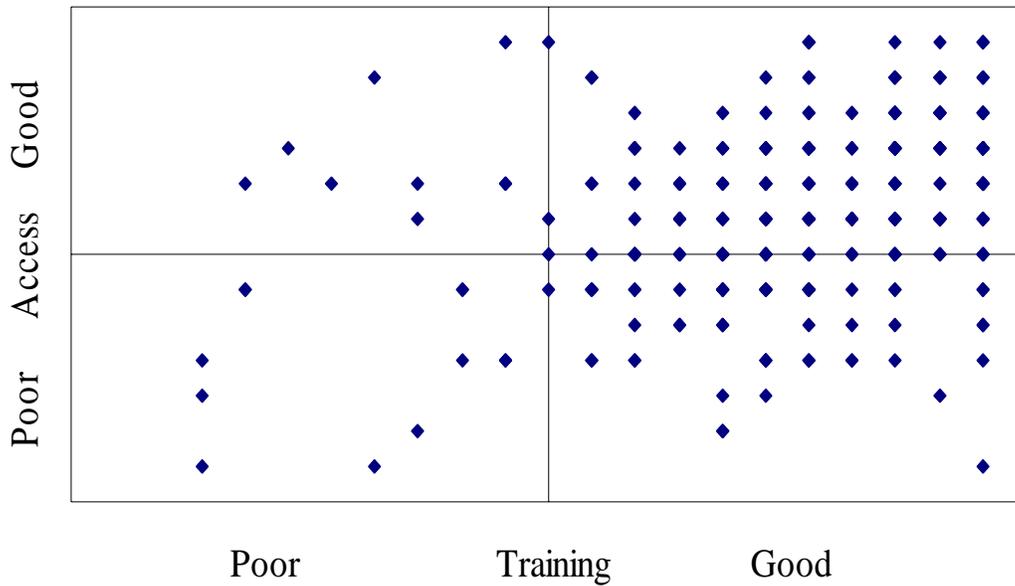
Safety:

- “Using acquired structures is always a risky proposition. Generally the structures are in poor condition to begin with and this is the reason for their razing.”
- “Risks are too high to set a realistic ‘feel’ to the scene.”
- “After floor had to be removed before burning, nails, etc. exposed.”

As one respondent noted, “acquired structures usually have a short life span.” Another said “Older structures or building’s construction [are] not similar enough to new ones.” A third person explained the implications of fewer acquired structures training: “We will need to branch out to access ‘fixed’ facilities to ensure our people are exposed to fire suppression as well as search & rescue as we have very few incidences where these skills are actually required.”

Graph 5 illustrates visually Tables 28 and 29’s information. Each dot represents a respondent’s training and access scores.²¹ Respondents were more likely to rate their access to acquired structures lower than the training.

Graph 5. Acquired structure training and access scores²²



Seven percent of acquired structure users rated the training poorly (no table). The Metro East had the highest proportion of any region (five respondents or 20 percent). But, a quarter of respondents rated their access poorly (Table 30). Nearly 30 percent said acquired structures will not meet their future needs (Table 31). The Metro East and Northwest regions have a disproportionate number with poor access or future needs not met. While the Southeast region’s proportion is similar to the state’s, it ranked second in terms of firefighter count.

²¹ A dot may represent more than one respondent if two or more had the same scores.

²² Respondents’ hazardous materials ratings are excluded because acquired structures typically do not support it.

Table 30. Location of acquired structure users who rated their access as “poor”

Region	“Poor” acquired structure respondents	All acquired structure users	“Poor” respondents as a percent of All	“Poor” respondents’ firefighter count
Central	9	53	17%	249
Metro East	11	24	46%	630
Metro South	3	18	17%	110
Metro West	7	43	16%	306
Northeast	11	35	31%	237
Northwest	9	17	53%	250
Southeast	14	53	26%	392
Southwest	10	52	19%	202
Total	74	295	25%	2,376

Table 31. Location of acquired structure users who said they will not meet their future needs

Region	“Will not meet needs” respondents	All respondents	“Will not meet needs” respondents as a percent of All	“Will not meet needs” respondents’ firefighter count
Central	13	53	25%	368
Metro East	13	23	57%	703
Metro South	4	18	22%	145
Metro West	9	41	22%	346
Northeast	10	33	30%	213
Northwest	8	17	47%	226
Southeast	14	51	27%	401
Southwest	13	52	25%	281
Total	84	288	29%	2,683

Driving Needs Assessment

Overview

- Most fire departments train locally on streets or surface lots. Very few use driving ranges.
- These locations meet their basic trainings needs. They do not support the types of training that require special set-up or equipment.
- Many rated access to their training locations positively, and most respondents indicated they would meet their future needs.

Training locations

Most respondents use local streets and roads and parking or other surface lots for emergency vehicle operations training (Table 32). Typically, the training occurs at the fire department’s location or in nearby school or business lots. Very few departments use driving ranges and simulators.²³ A number of respondents wrote that their area has no driving range or that the travel distance and cost are too much.

Table 32. Fire driver training locations

Location	Percent of respondents
Local streets and roads	76%
Parking or other surface lot	75%
Driving range or track	5%
Driving simulator	5%

Percentages exceed 100 because respondents could choose more than one location. The percentages are based on 370 respondents who answered this question.

Rating of training locations

Two-thirds or more of respondents rated their driving location as “excellent” or “good” for driving “familiarization” maneuvers that do not require special equipment or set-up: backing, parking, cornering, steering and braking (Table 33). Respondents were more likely to choose “good.” Maneuvers that require special conditions, like a skid pad or low-clearance obstacle, rated lower, with many respondents saying their location did not support this training very well. The small number of driving range and simulator users rated them well on all the training factors, with most choosing “excellent” or “good.”

²³ The percent of departments using a simulator may increase in the future as access to them improves.

Table 33. How well the location supports training

Type of maneuver	Excellent\ Good	Fair	Poor\Not supported	Total respondents
Backing and parking	82%	15%	3%	344
Straight line and cornering maneuvers at various speeds	66%	26%	8%	338
Controlled steering and braking	65%	28%	7%	333
Serpentine (for timing and steering skills)	63%	21%	16%	318
Gear shifting and braking to reduce or maintain speed on road grades	48%	29%	23%	316
Evasive driving and collision avoidance	44%	31%	24%	316
Skid control (on wet, icy, or loose surfaces)	32%	31%	37%	306
Ramp use and lane changes	30%	26%	43%	295
Low-clearance obstacle	21%	28%	51%	286

Percentages may not add to 100 due to rounding and are based on the number of respondents who answered each question.

Nearly all respondents rated their location’s “access” factors highly (Table 34), with a third or more rating them “excellent.” Their location’s ability to meet their training needs for the next ten years had the lowest “excellent\good” percentage: 63 percent.

Table 34. Rating of driving location “access” factors

Factor	Excellent\ Good	Fair	Poor\ Very poor	Total respondents
Available when you want to use it	85%	13%	2%	326
Travel time to training location	85%	12%	3%	319
Safety	77%	19%	4%	321
Able to meet your department’s training needs for the next 10 years	63%	28%	9%	325

Percentages may not add to 100 due to rounding. Percents are based on the number of respondents who answered each question.

Under a quarter of respondents explained their lower ratings. Some respondents described their training methods and limitations:

- “We use the DVDs and practice in house on the streets and with cones.”
- “We will not be sending anyone to a remote location to teach them to drive. 75% of my firefighters have CDL (commercial drivers) licenses already.”
- “We have some certified trainers in house so we use them.”
- “We are a rural area, so we have no place for training. Our training is to and from a call.”
- “The course is set up by our department and does not have the real feel of the driving in a city [of our size].”
- “Ramp use and lane change done on highway during training.”

- “Typically set up an obstacle course designed for low speed, tight maneuvers. Driving on local streets will give us experience for normal conditions.”
- “It is in a local environment so not able to do any hazardous or risky training.”
- “No designated training area, must contend with traffic.”
- “We do not use our large fire trucks for driving drills that are not safe to complete.”
- “We are not getting all of the proper training using just a parking lot or the open road.”

Some noted the “set up” difficulty and safety concerns with evasive maneuver and skid control training in parking lots. As one respondent said, “Safety is always an issue. Having inexperienced drivers driving large apparatus with little wheel time is an issue.” A few said they do not train on ramps and hills because their service area has none. A few also said their training area is not large enough for some maneuvers.

Graph 6 illustrates visually Tables 33 and 34’s information. Each dot represents a respondent’s training and access scores.²⁴ Most respondents’ rated their location’s access positively (upper half of box). But, thirty-one percent rated the training poorly (left half of box). The harder-to-train-on maneuvers are lowering the overall training score.

Graph 6. Driving location training and access scores

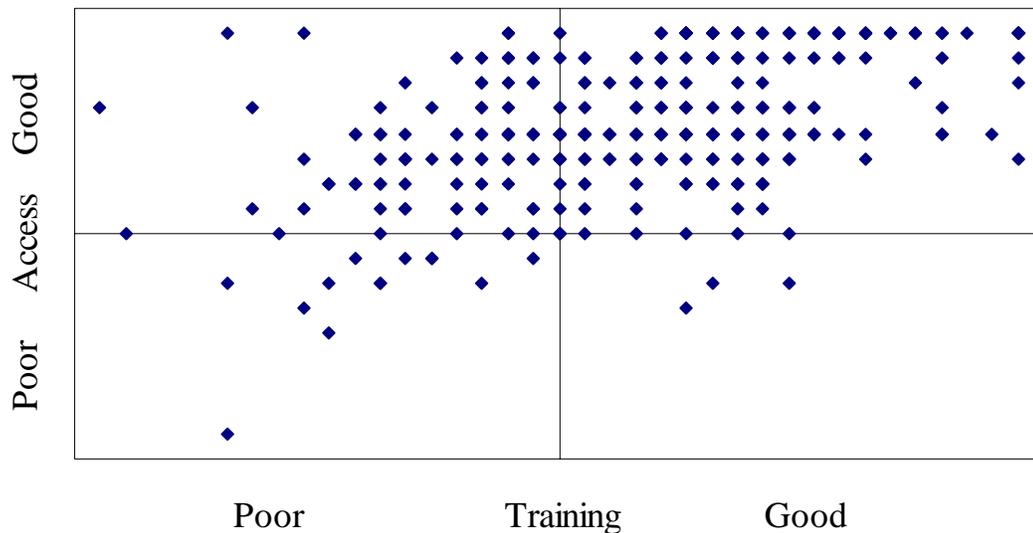


Table 35 shows that two regions had a disproportionate share of respondents who rated their training poorly: Metro South and Northwest. Both regions also have the fewest survey respondents and lowest firefighter counts. While almost one-third rated the training poorly, just nine percent indicated their future needs will not be met. Respondents may not view training on the harder maneuvers as important as the basic training.

²⁴ A dot may represent more than one respondent if two or more had the same scores.

Table 35. Location of respondents who rated their location’s training support as “poor”

Region	“Poor” driving respondents	All driving respondents	“Poor” respondents as a percent of All	“Poor” respondents’ firefighter count
Central	20	60	33%	459
Metro East	7	32	22%	310
Metro South	6	14	43%	189
Metro West	13	48	27%	477
Northeast	19	58	33%	477
Northwest	7	14	50%	198
Southeast	15	57	26%	345
Southwest	18	56	32%	492
Total	105	339	31%	2,947

Training Barriers

Respondents consistently reported that their biggest training barriers were finding time to train, money to pay for training, and lack of access to training facilities and equipment. Many explained they are small, volunteer departments. Several mentioned the difficulty of finding good instructors, and others were worried how more training requirements discourage people from volunteering or take time away from “basic” fire training. One wrote that “We do not have the number of structure fires [that] we used to so it is hard to get our fire fighters experience.” A few said it is hard to create new training ideas to keep their volunteers interested and challenged.

Distant facilities require travel time; in addition, departments have to arrange coverage or leave some staff behind, which diminishes the value of training as one department. Almost three-quarters of respondents said their departments will not travel more than 50 miles one-way for training, and one-third are unwilling to travel more than 25 miles. Most Metro respondents (62 percent) are unlikely to travel more than 25 miles, while 20 percent of Northern and Central respondents are willing to travel more than 75 miles.

Lack of time and volunteer nature:

- “Getting volunteers to go to classes.”
- “It is hard to get training to accommodate everyone’s life schedule.”
- “Un-compensated department, therefore hard to increase training requirements.”
- “Hard to attend training at offsite locations due to work/family.”
- “In a small department in a small town, our members are saddled with a great many commitments for family, work and community.”
- “We are an all VOLUNTEER fire department and training needs to take place in a 2 hour period including setup, take down, and travel.”
- “How many hours can you expect out of a volunteer? Most will show up for in house training but are not willing to give up a weekend.”

- “Jobs & families have to come first to ensure we can still staff our department to meet the needs/requirements of our community.”
- “Very small department. Lacks leadership and participation could be better.”
- “Small town, low membership, leadership.”
- “[Most members are farmers so] we only have a window of about 3 months (Jan-Mar) that works to get a good group together to train.”

Lack of money:

- “Training dollars are getting more difficult to obtain.”
- “Monies for bringing in specialized training; in the past we have combined with other departments in the area and split the cost.”
- “This is a big line item in my budget and I have to fight for it at every turn.”
- “Not enough money on an annual basis.”
- “Our training budget was cut by 68%.”
- “Since we operate on a total budget of \$25,000 per year, we can hardly afford to train new recruits.”
- “We pay our staff by the hour and may have to cut some training due to LGA cuts.”
- “I fought hard with our city leaders to leave my training line item alone and they did.”
- “Cost of training not reflected by city in department budget.”
- “When money is tight, we try to provide the necessary training in house.”
- “Short of money for training and being rural area short of money all around.”
- “We are a small town department with limited resources and a lot of those dollars go to keep equipment to current required standards.”
- “Budgets and city willingness to provide necessary money to obtain training levels.”

Do not want to travel:

- “We also cannot send our whole department outside our area, to train and at the same time maintain adequate staffing to cover responses.”
- “Sending firefighters out of town for training limits our fire protection for our area during that time.”
- “Personnel away from town at a given time for training.”
- “Two hours of round trip travel time on top of a four hour course makes for too long an evening for someone who can’t start until they get off work.”
- “The nearest regional training facility is 1 1/2 hours away from us. Sometimes that is just too far to travel for a 3-hour training session.”
- “If we cannot reach the site within 15-20 minutes, it is of no use to us.”
- “Time is the biggest barrier for paid-on-call folks. That is why distance is critical. If it takes over an hour to get there and back, that only leaves an hour for training (2 hour drill).”
- “We need training as close to station as possible.”

Training requirements:

- “Way too much training by NFPA. This is why fire departments can’t find help!!!!!!!!!!!!”
- “The big issue for both paid-on-call and full-time is that more training time is needed for the requirements.”
- “Each year Fire Fighter I becomes more and more hours which is difficult for young married trainee to complete all required classes.”
- “Many state requirements to meet cause wear down on members and the time they are willing to give.”
- “The amount of training the state and feds are making small departments comply with.”
- “We are all volunteer and the requirements being placed upon us are becoming more time consuming.”
- “The list of responsibilities continue to grow including increased cost to provide this for our department.”
- “Limited number of volunteers willing to spend their time on ever increasing hours of training.”

Training costs:

- “Costs associated with traveling to these off-site training.”
- “Price per firefighter constantly rises out of control -no outside input-basically pay it or get out, small departments can’t afford to keep up anymore, so we just lose out.”
- “The cost of training is the biggest. We do a lot of in house training with our own people.”
- “\$300 [to use facility] plus miles to the facility means annual training only.”
- “Must do all training in town due to overtime cost of sending fire fighters to training off duty.”
- “The cost for certified instructors and quality training has exceeded most departments’ ability to properly train the fire fighters and meet the standards and requirements.”
- “The cost of getting specialized training such as the trailers from [colleges and fire schools].
- “The cost can be over \$500 to burn a house.”
- “The cost associated with training 30 firefighters. We are a small community, and the budget is not the biggest.”

No training facilities or equipment:

- “Even basic skills are typically practiced in locations that have little resemblance to any practical fireground situations, i.e. hose evolutions in parking lots, SCBA drills in the station locker room, etc.”
- “The lack of a fixed training facility that is accessible to department members without making special arrangements for coverage of our service area and lack of realistic training props”
- “Realistic training opportunities.”
- “We could use new props and ideas to get the ‘same old training’ a boost.”
- “Not enough mobile props available in our area.”
- “Lack of safe structures to burn. Lack of a class ‘A’ facility to burn at.”

- “There are no places, that I know of, where they have fixed facilities for training.”
- “Having realistic props and a location to conduct safe, controlled training.”
- “Facility to provide on-going entry and advanced level fire suppression and incident management skills.”
- “Lack of houses to burn due to govt. restrictions and fees.”
- “Lack of proper training space and facility options.”

Even career departments have challenges:

- “Training during shift duty is very difficult due to the number of calls during the day.”
- “Training all staff in a consistent way, day vs. night shifts. They have to work together in an event; it would be nice to all train together.”
- “To allow someone to train at a fixed facility outside of our response area would require that firefighter to train on a day off. Sending on-duty firefighters would reduce manning and effect safety by trying to perform manpower intensive operations with reduced staffing.”

Facilities and Equipment Inventory

Fixed Facilities

The inventory identified nine major live-burn facilities, ten minor ones, and four specialized ones (Table 36). The Twin Cities Metro area has seven major facilities and Fargo and Grand Forks (North Dakota) each have one. Major facilities have multi-story drill towers, live-burn capabilities, and other features that support a wide variety of training. They are the facilities that fixed-facility respondents use most frequently. This count excludes the proposed Southeast Minnesota facility, which will have live-burn training if built as planned.

Minor facilities have a wide range of characteristics. Some are two-story drill towers attached to a fire station. Others are single steel containers or small wood or brick buildings. One minor facility is a prefabricated, commercially purchased fire training house. All provide live-burn training, but at a smaller scale than major facilities.

Two of the specialized facilities are petroleum refinery training ones, both in the Twin Cities. Another is a large-aircraft fire training facility in Duluth, which also has mobile props and sometimes acquires donated manufactured homes for traditional live-burn training. The fourth specialized facility is in Marshall. It has a large classroom and drill tower, mobile props, and various rescue training features. This site will soon install a live-burn tanker car.

Table 36. Live-burn fixed facilities

Type	Metro	Greater MN	Total
Major Facility	7	2 ²⁵	9
Minor facility	3	7	10
Specialized	2	2	4

Four other sites do not have live-burn facilities but offer some type of fire training. The largest is Hennepin Technical College – Brooklyn Park campus. It has a six-story drill tower and uses mobile props for live burns. Three fire departments have non-burn facilities for search and rescue training; two of which are donated homes.

Trailers and props

Ten Minnesota Colleges and State University (MnSCU) campuses have mobile fire equipment (Table 37). The number and type of equipment vary. Together, they own four “live-burn” trailers. Other types of equipment provide search and rescue training, liquid propane training, and hazardous materials training. One county’s fire departments share a live-burn trailer, which is loaned to a MnSCU training program, too.

Table 37. Organizations with trailers

Type	Count	Number of live-burn trailers
Higher Education	10	4
Private instructor	1	0
County-shared	1	1
Total	12	5

Acquired structures

The number of potential structures for live burns is unknown. Several fire survey respondents noted that their availability is unpredictable. State law requires fire departments to obtain a live-burn permit from the Minnesota Department of Natural Resources – Forestry Division. Additionally, permit seekers must have a state-certified asbestos inspector conduct an inspection, and must submit a notification form to the Minnesota Pollution Control Agency.

The Department of Natural Resources issued 210 permits in 2008.²⁶ More than one fire department may participate in the training exercise and one structure may provide several live-burn training opportunities, as well as search and rescue and ventilation training.

²⁵ The two major facilities are located in North Dakota cities on the Minnesota border.

²⁶ March 17, 2009 phone call with the Minnesota Department of Natural Resources – Forestry Division. Just 10 percent of the permits were issued in northern Minnesota.

Law Enforcement Agency Results

Departments and Personnel

Minnesota has 469 law enforcement agencies and over 10,500 licensed peace officers (Table 38). In contrast to firefighters, a majority of officers are located in the Twin Cities Metro area (62 percent). However, three-quarters of agencies are located in Greater Minnesota. The typical size of a Twin Cities Metro area law enforcement agency is 26 officers. The typical size of a Greater Minnesota law enforcement agency is 6 officers, though the four largest Greater Minnesota agencies have 100 to 140 officers each.

Table 38. Minnesota law enforcement agencies and officers by region

Region	Agencies	Percent of agencies	Officers	Percent of officers
Central	96	20%	997	9%
Metro East ²⁷	42	9%	2,887	27%
Metro South	17	4%	390	4%
Metro West	59	13%	3,235	31%
Northeast	41	9%	675	6%
Northwest	47	10%	543	5%
Southeast	74	16%	1,077	10%
Southwest	93	20%	723	7%
Total	469	100%	10,527	100%

Source: Minnesota Peace Officers Standards Training Board, September 2008.
Percentages may not add to 100 due to rounding.

Background on Law Enforcement Training

Minnesota Statutes 626 establishes minimum peace officer training standards, which the Peace Officer Standards and Training Board implements through rule. The two license-renewal training requirements that use special facilities are use-of-deadly force (annually) and pursuit/emergency vehicle operations (every three years). The survey assessed specialized facilities and equipment that support the following training:

- Mandatory firearms training, which requires weapons qualifications in varying weather and lighting conditions at either an indoor or outdoor firing range.

²⁷ All Minnesota State Patrol troopers (534), Department of Natural Resources conservation officers (197) Bureau of Criminal Apprehension agents (70) and Alcohol and Gambling Enforcement agents (10) are counted in Ramsey County (Metro East), even though they are located throughout the Metro area and Greater Minnesota.

- Scenario-based training and moving target training, which are not state mandated.
- Emergency vehicle driver training, which requires a variety of maneuvers at varying speed.

The survey did not cover:

- Defensive tactics, which involves practicing unarmed techniques for controlling a suspect or situation. Training is generally conducted in a large open area with mats.
- Tactical training involving breach entry, rappelling, and building searches and sometimes using live fire or simulated ammunition.

Firearm Range Needs Assessment

Overview

- Most law enforcement agencies use outdoor ranges; however, the largest agencies own, and half of the state's officers use, indoor ones.
- Many small, Greater Minnesota agencies use a gun-club's outdoor range or county gravel pit.
- Most firearm ranges meet agencies' basic firearms training requirements: fixed-target, low-light and inclement-weather.
- Moving target and scenario-based training rated the lowest, especially for outdoor ranges. Over half the outdoor range respondents said their outdoor range did not support moving-target training.
- Most respondents rated access to their ranges positively, and indicated the range meets their future needs, too.
- Several large Metro and Greater Minnesota agencies and a few smaller ones in the Northeast, Southeast and Southwest regions indicated their ranges do not meet their current or future needs.

Range features and ownership

Eighty-one (81) percent of respondents use an outdoor firearms range as their primary range (Table 39). While less than a quarter of respondents reported that their primary range is an indoor one, their agencies have half of the state's officers. Metro area respondents were most likely to have access to an indoor range. About half reported using one as their primary range. In contrast, twenty percent of Greater Minnesota respondents use an indoor range as their primary one.

A small number reported that they also use a firearms simulator.²⁸ Indoor range users reported access to firearm simulators at almost twice the rate of outdoor range users. Forty-three percent of respondents reported using a secondary range, which was typically an outdoor one.

Table 39. Percent of respondents who use indoor and outdoor ranges

Type	Primary range	Secondary range
Outdoor range	81%	65%
Indoor range	23%	34%
Firearms simulator	12%	14%
Respondents	372	161

Percentages exceed 100 because respondents could choose more than one type.

Almost equal numbers of respondents reported using ranges owned by gun clubs and law enforcement agencies (Table 40). Most gun clubs are outdoor ranges while law enforcement agencies own indoor ranges and firearm simulators. Typically, Greater Minnesota agencies use gun clubs while Metro agencies use law enforcement-owned ranges. “Other entity” owners include higher education institutions, correctional facilities, and county and private property, often gravel pits.

Table 40. Percent of respondents by range ownership²⁹

Range owner	Primary range	Secondary range
Public or private gun club	43%	38%
Law enforcement agency	40%	40%
Other entity	17%	22%
Respondents	372	161

Indoor range evaluation

Nearly all indoor range users rated them well on fixed-target and low-light training (Table 41). Nearly sixty percent rated them “excellent” on these two features, and most of the other respondents chose “good.” Indoor ranges also rated well on inclement-weather, scenario-based, and moving-target training, though respondents were more likely to rate them “good” than “excellent.”

²⁸ Some agencies that share firearms simulators did not report them on their surveys. The survey asked which facilities were “regularly used.” Actual use of simulators is underreported to a small extent.

²⁹ The percentages represent the number of responding agencies that use a range owned by a law enforcement agency, gun club or other entity. Multiple agencies may use the same range. See Table 54 for the count of unique ranges by type of ownership and number of licensed officers using them.

Table 41. How well indoor ranges support training

Type of training	Excellent\ Good	Fair	Poor\Not at all	Total respondents
Fixed-target training	96%	4%	0%	84
Low-light training	94%	4%	2%	84
Inclement-weather training ³⁰	67%	21%	12%	82
Scenario-based training	62%	26%	12%	84
Moving-target training	59%	21%	21%	82

Percentages may not add to 100 due to rounding and are based on the number of respondents who answered each question.

Nearly all indoor range users rated them positively on safety and environmental controls, travel time, user fees, availability and ability to meet their needs for the next ten years (Table 42). Almost half rated safety and environmental controls and travel time as “excellent.” Under a quarter rated their range’s ability to meet their future needs as “excellent,” while half rated it as “good.”

Table 42. Rating of indoor range “access” factors

Factor	Excellent\ Good	Fair	Poor\Very Poor	Total respondents
Safety and environmental controls	89%	11%	0%	82
Travel time to facility	82%	14%	4%	84
How affordable the user fees are	79%	17%	3%	63
Available when officers want to use it	78%	21%	1%	82
Able to meet your department’s training needs for the next 10 years	73%	23%	5%	84

Percentages may not add to 100 due to rounding and are based on the number of respondents who answered each question.

Just a few indoor range users rated them poorly. Most had concerns about their small size, travel distance, or lack of scenario-based training. Only one respondent said an indoor range may be closed due to air quality concerns. Example comments include:

- “No outdoor availability and no scenario-based training area, very small range only 5 alleys.”
- “The indoor range is 25 miles away, compared to when we used to have one right in town.”
- “The indoor range is only 5 lanes.”
- “The problem with these ranges is that they allow usage in only 1 direction as opposed to having ballistic walls to allow more flexibility. As we have seen the challenges that face us continue to grow and the expectations of our officers in use of force situations, we must be able to have flexibility to train in more realistic conditions.”
- “The indoor range is great but limited to a 4 stall small indoor range.”

³⁰ Indoor range inclement-weather training may involve low-light and temperature conditions and officers wearing rain or winter clothing.

- “Facilities are not designed to accommodate scenario-based training and it is difficult to set up.”

Outdoor range evaluation

Over three-quarters of outdoor range users rated them positively on fixed-target, inclement-weather and low-light training (Table 43). Almost equal numbers of respondents chose “excellent” or “good” for these three training areas. Scenario-based and moving-target training rated significantly lower. Over half of respondents said their outdoor range poorly supports or does not support moving-target training. A quarter indicated the same for scenario-based training.

Table 43. How well outdoor ranges support training

Type of training	Excellent\ Good	Fair	Poor\Not at all	Total respondents ³¹
Fixed-target training	84%	13%	3%	300
Inclement-weather training	81%	14%	6%	300
Low-light training	76%	17%	7%	298
Scenario-based training	41%	32%	27%	299
Moving-target training	26%	16%	58%	298

Percentages may not add to 100 due to rounding and are based on the number of respondents who answered each question.

Most respondents rated their outdoor range positively on user fee affordability, travel time, and availability (Table 44). Often, gun clubs provide access to officers at no or reduced cost, and 61 percent of respondents rated their affordability as “excellent.” Two-thirds rated them positively on safety and environmental controls and over half indicated the same for their range’s ability to meet their future training needs.

Table 44. Rating of outdoor range “access” factors

Factor	Excellent\ Good	Fair	Poor\Very Poor	Total respondents
How affordable the user fees are	87%	11%	2%	242
Travel time to facility	80%	14%	6%	297
Available when officers want to use it	74%	17%	9%	299
Safety and environmental controls	69%	23%	8%	298
Able to meet your department’s training needs for the next 10 years	59%	24%	16%	300

Percentages may not add to 100 due to rounding. Percents are based on the number of respondents who answered each question.

One-third of outdoor range users wrote a comment. Several explained that their ranges are gravel pits, brush piles or part of a city dump or compost site. Many said their ranges

³¹ Fourteen respondents indicated that their primary range was both an outdoor and indoor one; their responses are included in both the indoor and outdoor range evaluation tables.

have no moving targets. Outdoor range users also wrote about lack of shelter, lights and running water. A few noted that their ranges do not support all types of firearms (handgun, rifle and shotgun).

Many who gave lower ratings explained their ranges' training limitations:

- "Have to use a county owned gravel pit. Use homemade fixed targets, so diverse training opportunities are limited."
- "We do not have the ability to have moving targets on our range. We do move and shoot but the targets are stationary."
- "They are outdoor ranges with wood frames for stationary targets only."
- "There is no special equipment. You get an open area to shoot and a place to put up your own targets."
- "We do not have moving targets. When we train, we use exercises where we are moving and the targets are fixed."
- "Outside lot leveled by city workers. Low lighting, outside shed and homemade targets."
- "It is just a standard area for shooting at still targets. Not able to do more than that. Very outdated."
- "It is a very small recreation shooting facility not equipped for law enforcement styled training."
- "There are no facilities to practice indoor scenarios other than temporary set ups which tend to be simplistic."
- "The range is primarily used by local sportsmen to sight in their rifles and shotguns and is not designed to be use for a handgun range."
- "Does not support moving target training. Gun club committee is afraid of liability. Does not meet SWAT team needs."

Agencies that did not own their ranges were concerned about current and future access:

- "We have to schedule our training events at the beginning of the year and can only have the facility on certain dates. The facility is somewhat inflexible for changes."
- "Unknown as to how long we will be able to shoot here. It is an old DNR rifle range that a private club took over and leased."
- "The uncertainty of this range causes us to continually be on the hunt for other facilities."
- "We could, at any time, be told that we can no longer use their property."
- "We train at the facility when we are invited to train with [the owning agency]. In between the scheduled shoots, going to this range is not an option."
- "The range is not readily available because of the use of the [owning agency]."
- "We do not own the facility so the times that we can use it are at the owner's discretion."
- "Our range is directly in the way of this [planned] expansion and will require the range be closed."
- "Year by year basis depends on mood of gun club leadership towards law enforcement."
- "The gun range is not far from city limits and the city has been growing at a rapid rate so life expectancy of the range will soon be in question."

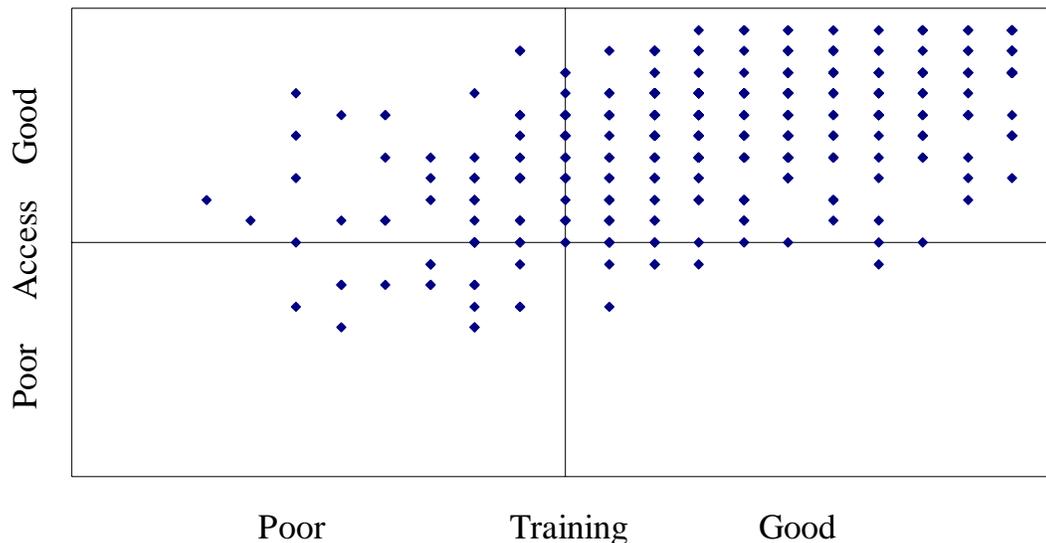
Outdoor ranges cause tension with neighbors and have safety issues:

- “Night time shooting ... is limited to how much you want to disturb the surrounding residential areas.”
- “The range is very small and encroaching suburban sprawl may cause hazards in the future.”
- “This is an improvised range with a berm that is constructed by pushing up a pile of dirt as a backstop. This is not an approved range. We have to be extremely conscious of safety while the officers are shooting.”
- “Since it is in a gravel pit where other workers may be present, there are safety concerns.”
- “Use is limited to daylight hours due to location adjacent to homes.”
- “[The outdoor range] is in danger of closing due to pressure of the neighbors who have built homes around it. This will be a valuable asset to lose.”
- “Is also the city compost site. Have to close the site to do training during the day.”
- “Outdoor range has time restrictions by conditional use permit.”
- “Keeping an outdoor range open in the face of growing opposition from neighbors.”
- “The public can come and go behind us while we are at the range and someone could come over the hill and get in the line of fire.”

Regional needs

Graph 7 illustrates visually indoor and outdoor ranges’ training and access scores. Each dot represents a respondent’s training and access scores.³² Most respondents’ rated their range’s training and access positively (upper right quadrant). Sixteen percent rated the training “poor” (left half of box), with a small proportion indicating both training and access are “poor” (lower left quadrant).

Graph 7. Firearm range training and access scores



³² A dot may represent more than one respondent if two or more had the same scores.

The Southwest region had a disproportionately larger number of respondents with “poor” training scores than the state percent: 31 percent to 16 percent (Table 45). The Southeast region slightly exceeds the state percent, too. All “poor” respondents have 700 officers. Most are small agencies with an average of 11 officers, though one agency has close to eighty officers.

Table 45. Location of respondents who rated their firearms range’s training support as “poor”

Region	“Poor” firearms respondents	All firearms respondents	“Poor” respondents as a percent of All	“Poor” respondents’ officer count
Central	8	64	13%	59
Metro East	4	39	10%	58
Metro South	0	15	0%	0
Metro West	6	57	11%	114
Northeast	5	35	14%	48
Northwest	5	36	14%	53
Southeast	11	59	19%	213
Southwest	20	65	31%	155
Total	59	370	16%	700

The Metro South region has a new training facility in Scott County. Two respondents did not rate their firearm facilities, and are excluded from the “all” respondent total.

Fifty-three respondents said their firearms range will not meet their training needs for the next ten years (Table 46.). There is some overlap with Table 45’s “poor” respondents. However, some large Southeast, Northeast and Metro West agencies with positive training scores rated their facility’s future ability to meet their needs as “poor” or “very poor.” They explained that the range may close due to encroaching development, or that it cannot support rifles or shotguns or any type of “realistic” scenario-based training.

Table 46. Location of respondents whose firearms range will not meet their future needs

Region	“Will not meet needs” respondents	All respondents	“Will not meet needs” respondents as a percent of All	“Will not meet needs” respondents’ officer count
Central	6	64	9%	130
Metro East	2	39	5%	64
Metro South	1	15	7%	24
Metro West	8	57	14%	516
Northeast	7	35	20%	309
Northwest	5	36	14%	106
Southeast	11	59	19%	377
Southwest	13	65	20%	96
Total	53	370	14%	1,622

Driving Needs Assessment

Overview

- Many agencies use a driving track for emergency vehicle operations and rated them highly on all types of driver training.
- The one-third of respondents who use surface lots also rated them highly, except on the harder-to-perform maneuvers: skid control and Pursuit Intervention Tactics.
- Two issues are the travel time to the training location and availability for when officers want to use the site.

Training locations

Over two-thirds of respondents use a driving range for training (Table 47). The Minnesota Highway Safety and Research Center in St. Cloud and the Dakota County Technical College range are the most widely used. Under one-third use parking lots or airports for training. Just a small number reported using a driving simulator.

Table 47. Law enforcement driver training locations

Location	Percent of respondents
Driving range or track	69%
Parking or other surface lot	31%
Driving simulator	3%

Percentages exceed 100 because respondents could choose more than one location. The percentages are based on 365 respondents who answered this question.

Driving location evaluation

Almost all respondents rated their driving location positively on steering, braking, straight line, cornering and evasive maneuvers (Table 48). Three-quarters indicated the same for skid control and Pursuit Intervention Tactics (PIT).³³

³³ Tactics many include bumping, blocking-in, and ramming a fleeing driver's vehicle or use of roadblocks and stop sticks.

Table 48. How well the location supports training

Type of maneuver	Excellent\ Good	Fair	Poor\Not supported	Total respondents
Controlled steering and braking	93%	6%	2%	364
Serpentine (for timing and steering skills)	93%	6%	1%	363
Straight line and cornering maneuvers at various speeds	92%	7%	2%	364
Evasive driving and collision avoidance	91%	7%	2%	362
Skid control (on wet, icy, or loose surfaces)	75%	14%	12%	361
Pursuit Intervention Tactics (PIT)	72%	7%	22%	325

Percentages may not add to 100 due to rounding and are based on the number of respondents who answered each question.

Driving range users were much more likely to rate their range highly than surface lot users. Two-thirds of driving range users rated all the types of training as “excellent,” even skid control and PIT.³⁴ In contrast, one-third or fewer of surface lot users rated their location as “excellent.” Skid control and PIT rated the lowest.

Many surface lot users wrote that their area has no driving range or that the travel distance and cost were too much. While many respondents rated driving ranges highly, one wrote, “Using cones to designate where to turn is not only unrealistic, it requires the officer to focus on what is immediately in front of them instead of looking out 10 seconds like they should be.”

A number of law enforcement survey respondents said their department does not train on PIT and that officers are not authorized to use it. Some noted that the instructors do not offer PIT training. It is uncertain if these departments do not have a pursuit policy because they cannot train on it or because their chief law enforcement official does not support the concept.

Most respondents rated their driving location’s access factors positively. Three-quarters or more said the locations are safe and can meet their training needs for the next ten years. Two-thirds indicated the location is available when officers want to use it.

Travel time to the facility rated the lowest, with just over half rating it positively (Table 49). Driving range users were more likely to rate it lower, with 41 percent choosing “fair” and 13 percent choosing “poor” or “very poor” (no table). Respondents said travel time ranged from one to four hours, and several wrote that “St. Cloud is too far away.” Some also said the facilities are only available for scheduled classes, or the popularity of classes makes it hard to enroll officers.

³⁴ Not all ranges rated equally. Nearly 82 percent of the Minnesota Highway Safety and Research Center users rated it “excellent” on all areas. The other ranges still had a majority rating them as “excellent” but with lower percentages.

Table 49. Rating of driving location “access” factors

Factor	Excellent\ Good	Fair	Poor\ Very poor	Total respondents
Safety	89%	8%	3%	364
Able to meet your department’s training needs for the next 10 years	77%	16%	7%	361
Available when officers want to use it	65%	23%	12%	363
Travel time to facility	56%	35%	10%	364

Percentages may not add to 100 due to rounding and are based on the number of respondents who answered each question.

Most surface lot users rated their location’s safety positively, and only a few wrote about such concerns. Many rated low their locations’ availability when officers want to use them. Almost one-third chose “fair” and a quarter chose “poor” or “very poor.” Several explained scheduling problems:

- “We must use the parking lot on Sundays only.”
- “Since we use the airport, the training has to be scheduled well in advance, so use is very limited.”
- “Airport can only be used on a very limited basis, lots of resistance from political groups to our use of the airport.”
- “Our facility is the Midway area of the Minnesota State Fairgrounds - a busy and frequently-booked facility, unavailable at most times.”
- “Airport undergoing redesign and city streets getting busier.”
- “We close down the airport for flight traffic when we host this class.”
- “[Airport] is not available on days other than the actual training day.”
- “[Training] can only be scheduled on certain days in the summer when school is not in session.”
- “Available only by advance appointment and flight schedule interface.”

Agencies using local airports will have to find another training location. The Federal Aviation Administration’s Minneapolis Airports District Office issued a reminder to federally grant-funded airports that they may not close runways for “non-aeronautical use,” including “police vehicle training.”³⁵ This reminder was issued after law enforcement agencies had returned their surveys, which showed that 67 agencies with almost 800 officers use local airports.³⁶ According to a MnSCU law enforcement trainer, agencies in larger communities might have alternatives, such as a large parking lot, while agencies in small communities will likely have to travel to obtain the training elsewhere.

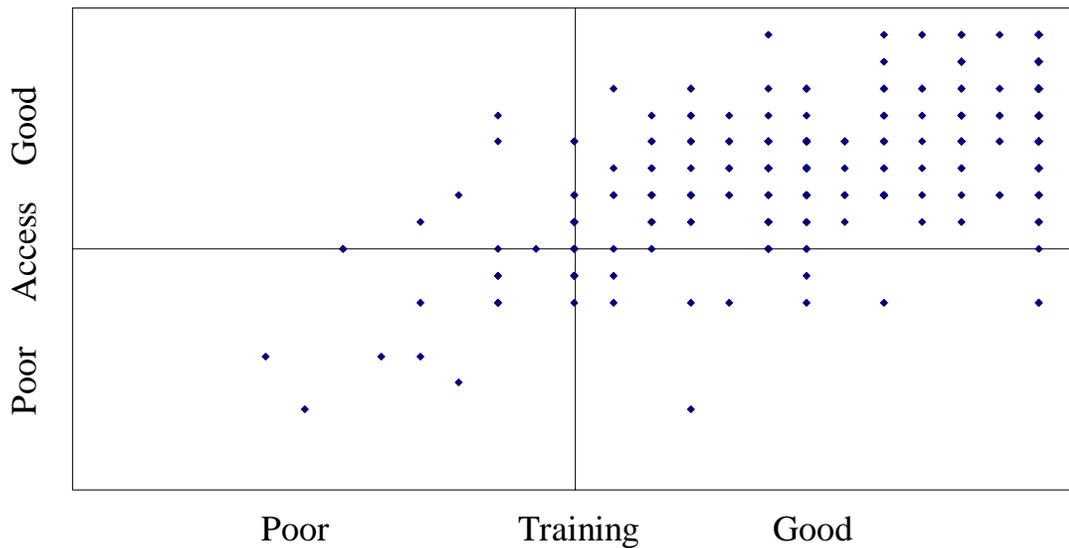
³⁵ March 31, 2009 broadcast e-mail from FAA Minneapolis Airports District Office.

³⁶ This count excludes respondents who listed Hibbing Airport because the Hibbing Community College’s continuing education program uses a facility on airport grounds, not the taxi- or runways.

Regional needs

Graph 8 illustrates visually the driving locations’ training and access scores. Each dot represents a respondent’s training and access scores.³⁷ Most respondents’ rated their location’s training and access positively (upper right quadrant). Twenty-five respondents rated their training or access poorly or indicated their driving location will not meet their future needs. They have almost 1,700 officers, but four respondents comprise 83 percent of the total and are located in different regions.

Graph 8. Driving location training and access scores



Training Simulator Assessment

Law enforcement agencies were asked how well firearms and driving simulators could meet their training needs. Nearly all rated firearm simulators positively, and two-thirds rated driving simulators the same (Table 50). Slightly half of the respondents choose “good,” the most common response choice. Respondents’ written comments show that simulators can provide certain types of training well, but are a complement and not a substitute for “hands-on” training. Several wrote that “any training is good training.”

Table 50. How well simulators can meet training needs

Type of simulator	Excellent\ Good	Fair	Poor\ Very Poor	Total respondents
Firearms	82%	14%	4%	357
Driving	68%	23%	8%	333

Percentages may not add to 100 due to rounding and are based on the number of respondents who answered each question.

³⁷ A dot may represent more than one respondent if two or more had the same scores.

Benefits of technology

Many said that training simulators increase officers' training time, provide more realistic and varied training, promote safe training, improve decision-making skills, and make training more cost-effective and affordable. A few respondents noted that simulators and online training could help meet state training requirements if the POST Board approved their use.

A number of smaller, Greater Minnesota departments want access to simulators at a reasonable cost. One wrote that "Besides mandatory training, most training is done on officers' own time. More training aids are greatly needed at a low cost to small departments."

Respondents said video conferencing and distance learning tools can reduce travel time, allow officers to complete classroom learning on their schedule, and provide statewide training on certain topics. Multi-media presentations make learning more interesting and effective.

Increase training time:

- "[Officers] would be able to train more than what is being done at this point."
- "A simulator allows a lot of training in a short amount of time."
- "Be available to all shifts."
- "Technology can be brought to the local Law Enforcement Center, saving travel time."
- "Most effective training hours per man hour."
- "Be able to use it as often as you want."
- "[Simulators are] not subject to weather; easily scheduled."
- "More technology would most likely increase the frequency of training."
- "Easier access, people can do training while working."
- "Would make training more accessible with higher frequency."

More realism and variety of scenarios:

- "It can give a chance for officers to practice different types of scenarios and respond to them."
- "There are some scenarios and training that is difficult to conduct that technology may supplement or assist."
- "Technology can be used to create situations that require different thought processes than can be used in static training."
- "Can aid in development and enhancing skills through greater variation and flexibility."
- "[Simulators] enhance officers' abilities to experience a wide range of situations that are not encountered on-duty frequently."
- "More realistic training, such as scenario-based. That way, officers might take it seriously."
- "Shoot – Don't Shoot scenarios can only be done in simulation."
- "Providing more 'life-like' training for officers. Added stress, etc."
- "The more scenarios that can be used, the better an officer can relate to stressful situations in the field."

Safety:

- “Simulators allow for changing scenarios without any dangers to the officers.”
- “Technology will help simulate real situations in a controlled setting.”
- “It would limit exposure to facility safety shortcomings.”
- “[A driving simulator] does a good job of teaching proper techniques in a safe environment.”
- “The closer you can bring the training experience to the real thing while reducing the likelihood of injury then the better technology has served you.”

Officer evaluation:

- “The evaluation of student responses, simulators that allow us to stress students in a controlled exercise at a reasonable cost.”
- “Allow the simulator to track the officers training on that simulator.”
- “It can show an officer immediately what the result of their decision and action was.”
- “Ability of video recording training sessions in an easy way for evaluation purposes would also be very helpful.”
- “They provide the ability to ‘tailor’ the training to that specific officer’s training needs - if they need to receive more training in one area vs. another officer.”
- “This type of training is a safe way to check out the thought process of an officer. If the thought process needs to be altered we can then adjust our other training to meet the needs.”

Cost-effective:

- “It is usually something that is packaged in a way that it is transportable. Thus making it easier to share with other communities and having a greater cost effectiveness.”
- “It has the potential to be cost effective – if housed on site, officers can attend on duty without travel time and training duration can be adjusted to staffing and calls for service needs.”
- “It can bring required training to us thus saving dollars on travel and associated expenses.”
- “In many cases, not all, training can be broken up into technical field training and classroom. Time and cost can be controlled better if students use on-line interactive training for the classroom portion.”
- “It can eliminate costs associated with travel time to and from training, which can include OT, back fill of shifts, mileage, fuel, room and board.”
- “[Mobile equipment] would allow us to train without having to try to purchase the equipment. Especially technology that only requires occasional training (firearms simulator etc.)”
- “A low cost alternative to ‘real’ or ‘hands on’ training.”
- “The simulator came to our agency and supplemented the EVOC course at St. Cloud that we had the previous year. This was a cost effective technology based training.”
- “Reduced costs, wear and tear on vehicles, ammunition costs, etc.”
- “It offers training situations and scenarios to small departments that can’t normally afford a big range or driving course.”

Enhancing certain skills:

- “Creating more acute officer sensory response and reaction.”
- “The firearms simulator will assist in perfecting our mechanics and muscle memory skills.”
- “Simulators serve a controlled purpose with pre-selected goals woven within the scenario.”

Limitations to technology

While respondents thought simulators and other technology have great potential, a number also raised concerns about cost, obsolescence and training limitations. Some mentioned sharing simulators as a way of reducing the cost. A couple also noted that the technology needs instructors.

Many also said simulators complement but cannot replace traditional “hands-on” training methods and that they are “not the real thing.” One person cautioned that “we should be careful so cheaper cost-effective technology does not replace the real thing.”

Cost:

- “With technology comes a hefty price tag.”
- “Cost is the biggest limiting factor with new technologies, especially in tight fiscal times.”
- “Most technology based training simulators are too expensive for an agency of our size to purchase and maintain.”
- “Costs, unless there are grants available.”
- “It costs money for the programs, the computers and projectors. Scenario-based training is very expensive and time requiring.”
- “The cost of updating firearms simulators with the newest software and accessories.”
- “The acquisition of this training is cost prohibitive for smaller agencies.”
- “I am amazed at the technological advancements in training aids that continue to come forth. However the problem is usually cost, making traditional forms of training more cost effective.”
- “Because simulators are an electronic, computer-driven instrument, our experience suggests they are prone to failure and thus at times, often unreliable. Maintenance may be high.”

Obsolescence:

- “Technology changes at such a rapid pace, it is difficult to maintain equipment that is obsolete in two years.”
- “The inherent problem of technology changing so quickly and companies jumping in and out of the market.”
- “Simulators are great, however the scenarios get old unless you can regularly update them.”
- “Cutting edge stuff is great the first year it is out ... after that you’re again falling behind.”
- “Cost is always an issue as well as the technologies changing at an ever increasing pace. What was state of the art 5 years ago may be obsolete today.”

A complement, not a substitute:

- “Technology based training is good for decision making exercises, but is no substitute for the actual skill. A driving simulator is not the same thing as a driving track. A shooting simulator is not the same as a firing range.”
- “Simulators can be a good supplement to real action training only. Not as a replacement. Can aid in development and enhancing skills through greater variation and flexibility. It is important to use technology for these purposes, but not as a total replacement for hands on type training.”
- “Simulator training is less effective than realistic, operational training. Simulators can provide valuable training; however, the simulators can not, should not, take the place of actual hands-on training.”
- “They simulate the real skill, they are not a substitute for the skill itself.”
- “Decision making can be taught by simulator but the actual physical skills cannot.”
- “Technology can give ‘some’ training, but there will always be a need for hands on live fire and driving.”
- “Simulators are great for introducing scenario-based training but it (training) has to meet reality as well. A mix of simulation and actual shooting and driving has to take place.”

Training limitations:

- “Simulation training is what it is, simulation! This does not mean it is not a valued asset, we just need to understand its limitations and how that effects how we train officers.”
- “The driving simulators are good for basic but not very real world.”
- “Often can’t use your equipment that you use on a daily basis.”
- “Limitations on equipment, such as realistic feel in shooting or driving conditions.”
- “Technology cannot always simulate a ‘jam’ or a hot cartridge ejected from the chamber landing inside your shirt causing distraction.”
- “Loss of feel of vehicle in response to your actions.”
- Environmental conditions are hard to simulate and the technology devices are usually in a very controlled environment.”

Need for an instructor:

- “They need to be instructor driven. It is too easy to throw an officer in front of a computer, and have them ‘run through’ some training, but not get anything out of it.”
- “Does not provide for a question and answer session.”
- “As good as CG (computer generated) scenarios are in simulators, the ‘judgment’ the computer makes on the action taken by the student really needs a trained human instructor to debrief and generate discussion with students.”
- “There is no replacement for a knowledgeable instructor. Too many courses are put into online segments - and are less than fully effective.”
- “No face to face Q and A. Firearms and driving simulators-no real time feedback.”

Not as good as traditional training:

- “Simulators have not been as popular or well received with our officers as hands on training with simunitions or air soft weapons. The latter are more conducive to reality based training.”
- “Simulated scenarios are a good training tool, but realistic live-fire will always be better.”
- “Neither a firearms simulation or driving simulation system will ever eliminate the need for real ranges.”
- “Real/actual training is best.”
- “Actual hands-on or real-life actors/scenarios is always the best.”
- “Hands on is always better than simulation especially with driving.”
- “Driving simulator does not give you the ‘road feel’ that you get when you are driving a car.”
- “Simulation is just that. I believe that you still need to have as close to the real thing as possible.”
- “Technology is like a video game and as real as it feels, it doesn’t meet ‘live’ training experiences.”
- “Simulators do not provide the physical aspect crucial to firearms and driving training”

Officer perceptions:

- “The training may be perceived as less real. Technology may increase predictability of training.”
- “The officers may not take the simulation seriously because there would be no personal risk involved.”
- “May tend to make complacent if over-used.”
- “Most often in a climate controlled environment in familiar surroundings which may put the officer’s level of comfort and stress much lower than hands on real life scenario based training.”

A few who used simulators were not impressed:

- “Improvements will need to be made to the technology prior to [our] use again.”
- “We have gone away from firearms simulators because they are not realistic. Instead, we train with simunitions and do scenario-based training in all areas that used to be covered by the simulator.”
- “Driving simulator makes people sick. Firearms is not interactive enough.”

Training Needs

Two-thirds of respondents described their most pressing training needs. Many frequently said they needed their own facility or a regional one, upgrades to existing facilities and equipment, class and use-of-force rooms, and closer training facilities. A number also wrote that an indoor range, a firearms or driving simulator, and facilities that support scenario-based and advance training are needed. Others mentioned training in computers, crime scenes, investigation, and patrol. Three of the largest law enforcement agencies want a closer driving range.

Their own firearms range:

- “We want a county (department) owned firearms range. One that can be accessed at anytime by any licensed officer.”
- “We are currently trying to develop an outdoor firearms range for police department use only.”
- “Outdoor range....we use a sand pit a mile from the city for all our classes.”
- “We used to have our own range which we could use all year but now have to go to a private range and limited to use in the spring and fall each year”
- “Indoor range. We don’t shoot all winter.”
- “Firearms range that is available within 20-30 minutes, allowing both handgun and carbine/rifle use. Open to officers all week, daytime/evening hours.”
- “Our own firearms range so officers can practice more often.”
- “Indoor range for winter firearms practice.”
- “Firearms ranges. We rely solely on private entities to provide access to places to train.”
- “All weather firearms range.”
- “A range that is closer and is more accessible.”
- “Firearms range with increased capabilities. Ability to utilize more scenario based training.”
- “An easily accessible and affordable outdoor firearms range. Specifically, one that can accommodate rifles and allow a vehicle to drive into.”

A regional facility:

- “We would benefit from a metropolitan-area pursuit and emergency vehicle operations training facility.”
- “The need for a centralized NW Metro facility that is available for multiple purpose training needs by many users.”
- “Our greatest need is acquiring a single facility that serves all of our training needs. We often have to conduct training at several sites.”
- “Ideally, a regional facility located within a reasonable driving distance that provides scheduled classes and can accommodate small departments that don’t have the ability to have a full cadre of well trained instructors.”
- “This area needs a regional center that allows driving course, classrooms, indoor range and fire training in a single facility.”
- “With our geographic location, there needs to be more training in Northern MN, or at least as far north as Bemidji or Thief River Falls.”
- “We will soon need updated and expanded facilities to meet all the training requirements mandated by the MN POST Board.”
- “Centrally located multiple-use firearm range with indoor capability.”
- “A regional training center would benefit this part of the state.”
- “A centralized training facility in this region.”

Specialized training:

- “A training facility near the Metro that had an area for specialized training opportunities. For example, an area where officers could shoot from elevated positions, through vehicles, from vehicles or at moving targets or while they are moving.”
- “SWAT training is something we struggle with.”

- “A shoot house for building search training.”
- “Cost effective (ie, inexpensive but meaningful) comprehensive UOF (use of force) training, including live-fire ranges, integrating the full spectrum of UOF skills and tools.”
- “Controlled environment for patrol tactics and patrol skills refresher for new or veteran officers. The utilization of audio/video for documentation for review and critique of routine patrol responses to a variety of calls that our officers handle, but not on a regular basis.”
- “Updated moving targets or a shoot house for more realistic training.”
- “Hogan’s alley and moving targets.”
- “combat shooting facilities that represent the reality of what we would be facing in a house, business, school, etc.”
- “There is no shoot house facility for SWAT in the area.”

Upgrades to their existing facility or equipment:

- “We need money to support repairs and make the facility meet our needs, i.e: classroom, storage, lighting.”
- “Updated moving targets or a shoot house for more realistic training.”
- “Coming up with funding to improve our selection of targets for our range.”
- “Need a new firearms simulator.”
- “A building out at our firearms range. Right now it’s just a gravel pit with a few shelters for shade and basic rain protection.”

Classrooms and defensive tactics space:

- “We need more space for training for things like self defense.”
- “We do not have adequate class rooms.”
- “Use of force training areas.”
- “Just room for basic training and classes.”
- “Adequate class room space and AV equipment, space for defensive tactics drills (mat room)”
- “A large room for Defensive Tactics but having it on site!”
- “Classroom and Use of Force/DT (mat room) space.”
- “A large classroom facility that belongs to the sheriff’s office so we don’t run into scheduling conflicts.”
- “Large training room for hands on use of force instruction.”
- “A better venue for Defensive Tactics. Somewhere with mats and pads.”

Training funds and opportunities:

- “The time to train and funds. In this time of economic crisis, training is the 1st to be cut.”
- “In smaller, rural departments, budget for training is a big factor. I look for as much free training that I can find and send my officers to.”
- “I don’t think that we have facility needs as much as the need for more quality training on a more local level to cut down on costs.”
- “Cost to attend minimum mandatory trainings each year. Travel time to those training sites.”
- “Being a very small department (two officers), cost is always the biggest factor.”

- “The time to get all of the necessary training goals met without spending a fortune on overtime or calling in officers when they are needed on the street.”
- “More localized training. Cost to go to the Twin Cities is expensive.”
- “Regional training within 30 minutes.”
- “Affording the basic training equipment.
- “It isn’t always easy to schedule every officer to a required training on a specific date. (someone has to work when the others are training). Multiple training dates for the same training does help but isn’t always available.”
- “Location of training. With our geographic location, there needs to be more training in Northern MN.”

Several respondents had no pressing needs:

- “With the regional training center, this department sees all of its training facility needs meet for many years to come.”
- “We have a very good training facility right now.”
- “We are happy with what we are utilizing.”
- “We have been fortunate to establish good relationships with departments that have very good facilities.”
- “We are able to accommodate most of our training by being innovative.”
- “Our training needs are effectively satisfied at this time.”
- “Our mandatory training is taken care of very well, however, any ‘extra’ training is usually many miles away.”
- “We do not have a facility for training so we depend on mostly going out of county. I am satisfied with our training that we attend; it’s just that it leaves us short on the schedule.....Which is probably the case for most smaller, rural departments.”

A few respondents suggested statewide training efforts:

- “[Create] statewide Refresher Schools [that] would allow officers from smaller agencies to receive the same basic training as other agencies.”
- Still a problem with instructors. Hit and miss. State of MN needs to take over. Full time instructors teaching the SAME course - SAME message.”
- “More universal training with greater coordination by a state agency would be helpful for the industry.”

Almost half of the respondents who wrote a comment on their biggest training needs mentioned firearms (97 respondents) or a regional facility (24 respondents). Two-thirds rated their current range’s training support positively to some extent. The firearms comments varied from respondents wanting to upgrade their current facility, to having a live-shoot facility or an outdoor range to complement their indoor one. A disproportionate share are Metro West respondents (Table 51). The Southeast region also had a slightly larger share.

Table 51. Location of respondents who wrote about a firearm range or regional facility as their biggest training need.

Region	Firearms or regional facility respondents	All respondents who wrote a comment	Firearms\regional facility respondents as a percent of All	Firearms\ regional facility respondents' officer count
Central	16	39	41%	236
Metro East	15	33	45%	647
Metro South	4	13	31%	165
Metro West	28	48	58%	1,117
Northeast	11	24	46%	267
Northwest	10	25	40%	178
Southeast	22	42	52%	520
Southwest	15	37	41%	104
Total	121	261	46%	3,234

Facilities and Simulator Inventory

Firearm ranges

The survey identified 234 unique firearm ranges or locations that law enforcement agencies use (Table 52). Most are outdoor ranges. Just 20 percent are indoor ones. Half of these ranges are used by more than one agency, and ten percent of the ranges have five or more agencies using them.

Table 52. Number of unique ranges used by survey respondents

Type	Count	Percent
Indoor range	47	20%
Outdoor range	187	80%
Total	234	100%

The indoor and outdoor ranges vary substantially in their characteristics. Table 52 is simply a count of ranges reported by law enforcement agencies. Indoor ranges include small, four-lane ones supporting only pistol fire to twelve-lane ranges that permit rifle and shotgun fire, have controlled targets, and support scenario-based training. Similarly, the outdoor range count includes those specifically designed as a firearms range to gravel pits and compost piles.

Law enforcement agencies own seventy percent of the indoor ranges (Table 52). Gun clubs own half of the outdoor ranges that law enforcement agencies use. “Other” owners are typically city or county governments (gravel pits and other undeveloped land), correctional facilities, higher education institutions, and private landowners.

Table 53. Number of unique ranges by ownership

Owner	Indoor range	Percent	Outdoor range	Percent
Law enforcement agency	33	70%	46	24%
Other entity	4	9%	48	26%
Public or private gun club	10	21%	93	49%
Total	47	100%	187	100%

Percentages may not add to 100 due to rounding.

Table 53 does not include all firearm ranges in the state; only the ones reported by survey respondents. A Minnesota Department of Natural Resources gun club inventory lists 199 “gun club” or “sportsmen” ranges;³⁸ many are used by law enforcement agencies and were reported on the survey.

While forty percent of respondents use law enforcement-owned ranges, their agencies have two-thirds of all officers (Table 54). The 43 percent of respondents who use indoor and outdoor gun clubs have 18 percent of officers.

Table 54. Number of respondents and officer count by type of primary firearms range

Range type and owner	Respondents using	Percent of respondents	Officer count	Percent of officers
Indoor – law enforcement	61	16%	4,083	41%
Outdoor – law enforcement	87	24%	2,504	25%
Outdoor – gun club	148	40%	1,621	16%
Indoor range – other entity	13	4%	802	8%
Outdoor – other entity	47	13%	796	8%
Indoor – private gun club	11	3%	174	2%
Total	367	100%	9,980	100%

Five respondents did not specify a range and are excluded from the table.

Firearm simulators

Firearm simulators are computer-based simulations of situations an officer may encounter, with shots fired through a simulator weapon that tracks aim. Simulators provide officers with shoot – don’t shoot decision-making, tactical, and marksmanship training. The simulator provides hundreds of different scenarios and supports a variety of

³⁸ Minnesota Department of Natural Resources –Division of Enforcement, *Shooting Range Contact Mailing List*, December 15, 2008. This count excludes ranges with “hunt,” “clays,” “preserve” or “conservation” in their names, though law enforcement agencies may use some of them. The DNR list has 359 ranges, including 25 archery ones.

use-of-force weapons such as firearms, Tasers®, and chemical sprays. A simulator costs approximately \$48,000, excluding the weapons, which add another \$3,000 to \$20,000 based on the number and types purchased.³⁹

Photo 1. Firearms simulator



The survey identified 21 firearm simulators (Table 55). Most are owned by a single law enforcement agency or are shared by multiple agencies, either through a regional training facility or by moving the simulator from agency to agency. The single agency owners may allow other agencies to use them, too. Just over half (11) are located in the Greater Minnesota and the remainder in the Metro area.

Table 55. Number of simulators and ownership type

Ownership	Number	Percent
Single agency	8	38%
Shared agency	7	33%
Higher Education	4	19%
Other entity	2	10%
Total	21	100%

A couple of respondents reported using company-loaned simulators for a few weeks. Also, two respondents reported that their gun clubs own a simulator.

Driving ranges

More than half of law enforcement agencies use one of two driving ranges: the Minnesota Highway Safety and Research Center in St. Cloud and the Dakota County Technical College range in Rosemount (Table 56). These respondents have almost two-thirds of the state’s officers, though the officer counts do not represent how many are trained at the facility. The POST Board requires emergency vehicle operation training every three

³⁹ Price estimate from Meggitt Training Systems, January 15, 2009 e-mail to Management Analysis. Photo from Meggitt Training Systems, *Capabilities Statement – Law Enforcement Training System (LETS)*, January 2009.

years. Last fiscal year, the Minnesota Highway Safety and Research Center trained almost 650 officers and 400 law enforcement college students in emergency vehicle operations and 230 officers in PIT.⁴⁰

Many other agencies receive training through Hibbing, South Central and Rochester community and technical colleges. Although the Hibbing program has access to a vehicle skid pad at the airport, these programs are not utilizing areas specifically designed for driver training. A few very large agencies use Camp Ripley and the Minnesota State Fairgrounds. All other respondents use locations near them, and the training may be provided by one of the college programs, or an in-house or another department's instructor.

Table 56. Number of respondents and officer count by type of primary driving range

Driving location	Respondents using	Percent of respondents	Officer count	Percent of officers
Minnesota Highway Safety & Research Center	156	42%	3,125	31%
Dakota County Technical College	45	12%	3,208	32%
Hibbing Community College (former auto testing facility at airport)	32	9%	527	5%
South Central Technical College – North Mankato (airport or parking lot)	16	4%	219	2%
Rochester Community & Technical College (parking lot)	12	3%	300	3%
Camp Ripley – Little Falls	5	1%	837	8%
Minnesota State Fairgrounds	3	1%	348	3%
All other locations (51 sites)	103	28%	1,433	14%
Total	372	100%	9,997	100%

Percentages may not add to 100 due to rounding.

Driving simulators

Driving simulators have computer screens offering 180-degree views, lifelike instrument panels and driving controls, and computer-generated scenarios with different weather and light conditions. The law enforcement simulators are advertised as offering pursuit intervention training and skid control.

Simulators cost between \$102,000 to \$109,000 for the law enforcement version. Adding a fire driving module costs another \$30,000 to \$35,000. Additional training packages such as defensive driving, PIT, and EMS or other large vehicle scenarios cost from \$3,000 to \$6,000 each. The costs do not include a trailer for mobile systems or air

⁴⁰ Minnesota Highway Safety & Research Center, October 15, 2008 e-mail to Management Analysis.

conditioned rooms for stationary ones. Trailers may cost \$85,000.⁴¹ State Patrol staff reported that their two simulators with a trailer cost \$300,000. These costs exclude ongoing maintenance and repairs.

Photo 2. Driving simulator



The inventory identified two mobile simulators and four stationary sites for law enforcement training. The two State Patrol simulators are the most widely used. Training staff reported training 600 troopers and officers from 57 other agencies in 2008.

Two Metro locations, Scott County's regional training facility and the Spring Lake Park – Blaine –Moundsview Fire Department have simulators that a small number of police and fire departments use. For Greater Minnesota, the Grand Forks Public Safety Center and Rochester Community and Technical College have simulators. The Rochester one is only used by law enforcement students because simulators cannot fulfill the POST Board's required in-vehicle driver training, though they do qualify for continuing education credit.

Two other organizations have simulators that are not the law enforcement model. St. Cloud Technical College has a mobile truck simulator. Southeast Technical College – Winona has twelve truck simulator units that share a flat projection screen. The units have a public safety truck module but not a law enforcement one.

⁴¹ Cost estimates provided by MPRI, Inc, January 23, 2009 information packet to Management Analysis, and Doran Precisions, Inc, January 16, 2009, e-mail to Management Analysis. Photo from Doran Precision Systems, Inc.

Local Emergency Management Results

Background on Emergency Management

Emergency management personnel prepare and plan coordinated responses to significant natural and human-made disasters and incidents. Every county and city must appoint an emergency management director. If no appointment is made, then the mayor or county board chair fills the role. The Minnesota Homeland Security and Emergency Management Office works with appointed emergency managers from all 87 counties; three tribal governments; the cities of Duluth, Minneapolis, and St. Paul; the Metropolitan Airports Commission; and the University of Minnesota. Other large cities also have emergency managers. Smaller cities may rely on their county to perform emergency management functions. Thirty counties have full-time emergency managers while the remainder are part-time.

Emergency management planning and preparation require training exercises with law enforcement, fire, EMS, public works, hospital and other responders' participation. The state requires that counties receiving federal emergency funds conduct a full-scale planning exercise and three smaller ones within a four-year cycle.

The survey assessed specialized facilities and equipment that support emergency operations center simulation, computer-driven scenarios for simulation, radio interoperability communication, and large-scale disaster training, as well as distance learning.

Emergency Management Needs Assessment

Overview

- Access to specialty training generally rated “fair” or “poor.” Northern and southern respondents were more likely to rate their access lower. Metro respondents rated their access to interoperability communications and distance learning tools positively.
- Poor access is due to lack of necessary equipment, travel distance and no staff time to plan the training.
- “Time and money” are the biggest training barriers. Volunteers do not have time to train, emergency managers have too many other responsibilities, and training, travel and staff “backfill” require money.

Access to Training

Survey respondents were asked to rate their access to special facilities and equipment for various types of training. Less than a quarter of respondents rated their access as “excellent” or “good,” with the exception of distance learning tools (Table 56a). The most common response was “fair,” with 40 to 50 percent of respondents choosing it. Emergency operations center (EOC) and computer-driven simulations had the lowest ratings.

Northern and southern respondents were more likely to rate their access as “poor” or “none at all” than other respondents for all five types of training. Metro respondents were twice as likely to rate their access to distance learning tools and interoperability communication positively than all respondents. West Central respondents rated their access to EOC and computer-driven simulations slightly better than all other respondents, perhaps due to Camp Ripley’s planned EOC training facility.

Table 56a. Emergency managers’ rating of access to facilities and equipment for various training

Type of training	Excellent\ Good	Fair	Poor\ None at all
Online classes, web cams or video conferencing for distance learning	42%	42%	16%
Interoperability communication	28%	45%	28%
Large-scale disaster response	25%	50%	25%
Emergency operations center simulation	20%	40%	41%
Computer-driven scenarios for simulation	15%	40%	46%

Percentages may not add to 100 due to rounding and are based on 76 respondents.

Reasons for lower ratings

Forty-seven respondents explained their “poor” or “none at all” ratings. Most mentioned a lack of equipment for training. Travel distance and no staff time were also frequently mentioned.

No equipment for EOC or scenario simulation:

- “We do not have a simulation center for EOC ops and training.”
- “We have no EOC simulators...No computer scenarios for training.”
- “Not an application out there that is user friendly.”
- “Nothing in the State for EOC simulation or good computer driven scenarios.”
- “Computer-driven scenarios have been few and our IT is hesitant to load any programs not common and cleared by them.”
- “Have no idea that there are computer-driven scenarios out there much less where to obtain them and most likely could not afford them anyway.”

- “EOCs are few and far between in rural Minnesota counties. Ours is nothing more than a conference room, with no communications capacity.”
- “Computer-driven scenarios from NIMCAST are too complicated for use.”

Lack of Interoperability equipment:

- “While we are working on interoperability, we are a long way off.”
- “The ARMER system is a poor option for our county due to large area, varied topography and wilderness lands which do not allow towers.”
- “Interoperability communication is presently a considerable problem, due to cost of equipment.”
- “We do not have a tower (live) at this time.”
- “Interoperable communications is an area we continue to plan, but have yet to implement.”

Travel distance is too great:

- “Access is limited due to distance. Travel for training is expensive.”
- “We are too far from resources.”
- “In rural Minnesota we have to travel to gain access to most of the training opportunities.”
- “We see little access to these types of trainings unless we travel 4–6 hours or plan overnight.”
- “We would probably have to travel at least 45 to 140 miles to experience this.”

No staff to plan:

- “We don’t have the staff to plan true large scale events.”
- “Computer-driven scenarios still take time away from staff that is hard pressed to keep up without developing and working towards a decent training scenario.”
- “First of all the time to put together a computer-driven scenarios for simulation and the technical support to be able to put this on.”

No distance learning tools:

- “Bandwidth is also an issue for online classes, but more so for web cams and video conferencing.”
- “Have a great training facility but it doesn’t have many outlets or phone ports to access the internet.”
- “Web cams/video conferencing presents a challenge without the proper equipment.”
- “Video conferencing equipment is limited in availability.”

A few of respondents said they were unaware of such training resources. Some mentioned Camp Ripley’s planned improvements as the one they are familiar with. A number mentioned lack of funding and the challenges of planning training exercises. One noted that “it is difficult at best for us to train collectively on large-scale disaster response” without an EOC and interoperability communications.

Training Barriers

Many respondents simply wrote “time and money.” A number explained their budgets do not have the funds for the training itself, the travel time, or paying “backfill” for staff coverage. Those who face travel distance suggested ways to support local training efforts, such as supplementing the costs, expanding the number of participating first responders, or offering more distance learning opportunities.

Difficult to attend training:

- “Trying to train all of our volunteers, upon which we depend heavily, and our paid staff, for which we do not have money to pay overtime for training time.”
- “Timing of when the classes are offered and when I can get away from the office.”
- “While I as the Emergency Management Director believe in training, coming from a small county, others don’t put that great of an importance on it.”
- “Most of my responders are also volunteers and to be in fire and EMS, you are already using the majority of your own time to keep up your license and don’t have the luxury of taking time off.”
- “Time commitments of first responders.”
- “Allow our workforce the time and the monies to pay for training, in addition to paying for backfill.”
- “Very few people have the time or are willing to take vacation time from their job to go to training.”

Many other responsibilities:

- “I can’t get everything done now in 40 or more hours a week. To take training means something else sits so you have to be strategic when choosing which training to attend.”
- “Time. I am the Zoning Administrator, Solid Waste Officer, Parks Coordinator in addition to being the Emergency Management Director.”
- “Time for planning the exercises.”
- “We simply do not have staff available to both go to training and do work.”
- “Personnel needing the training always have better things to do.”
- “Lack of time due to this position being only part time.”
- “I am all alone here, and can’t get away that much.”
- “Limited time to do that training.”
- “Most places this is a half time position.”

Difficult to schedule or access:

- “We are out of the metro area. We get told a lot of times it is not cost effective to do trainings because we are unable to get enough attendees.”
- “Many of our nearby classroom trainings are cancelled due to inadequate enrollment, requiring us to travel even farther.”
- “Access to certified trainers.”
- “We are not a big enough county to be included in the major exercises and training throughout the region.”
- “Access to adequate training facilities.”

Travel distance:

- “We are in the SW corner of the state, so we travel to everything, no one wants to come here.”
- “Most training we have to travel to obtain.”
- “Currently most of the training is done 2 to 3 hours drive time away (one-way).”
- Most trainings require travel of three hours away (one way). There is a cost for motel, staff time and travel.

Other comments include small counties should not be held to the same requirements as large ones, training requirements are added without additional funding, lack of funding reduces “local buy-in,” and training is only effective when one can practice the skills regularly. A few mentioned no classroom space for training and one respondent said all the training fees are high.

Training Facility Inventory

Inventory summary

The inventory contains the following types of facilities and equipment.

- Four multi-purpose (fire, rescue, and law enforcement) training facilities, with a fifth one funded but not built.
- Five major live-burn fire training facility sites.
- Ten minor live-burn fire training facility sites.
- Four specialized live-burn fire training facility sites.
- Ten higher education institutions and two other entities with mobile fire trailers and props.
- Twenty-seven organizations with simulated manikins.
- Three driving ranges.
- Seven organizations have driving simulators, including three mobile ones.
- One large-scale law enforcement training center and two smaller scale ones recently funded but not built.
- Twenty-one firearms simulators.
- Two hundred and thirty-four firearm ranges used by law enforcement agencies.

Notable changes since the 1999 inventory

- The state has funded six regional public safety training facilities since 1999 (Table 57).

Table 57. State funding for regional training facilities since 1999

Facility and location	State funding and year funded (local funding is excluded)
East Metro (Ramsey County) Law Enforcement Training Center	▪ \$500,000 (2000)
Hutchinson Regional Training Site (Hutchinson, McLeod Co.)	▪ \$239,600 (2000)
Minnesota Emergency Response and Industrial Training (MERIT) (Marshall, Lyon Co.)	<ul style="list-style-type: none"> ▪ \$880,000 (1998) ▪ \$400,000 (1999) ▪ \$300,000 (2008)

Facility and location	State funding and year funded (local funding is excluded)
SCALE Regional Public Safety Training Facility (Jordan, Scott Co.)	<ul style="list-style-type: none"> ▪ \$1 million (2006) ▪ \$1 million (2008)
South Metro Public Safety Training Facility (Edina, Hennepin Co.)	<ul style="list-style-type: none"> ▪ \$500,000 (2000)
Southeastern MN Regional Public Safety Training Center (Rochester, Olmstead Co.)	<ul style="list-style-type: none"> ▪ \$3.655 million (2008)

Other state funding: \$1.33 million for the State Patrol Training Facility at Camp Ripley (1998) and \$5 million for a central public safety training facility at Camp Ripley (2008). Source: Minnesota Department of Public Safety and Minnesota House – Office of Fiscal Analysis, *Capital Investment Legislative Session Tracking Sheets*.

- The two largest MnSCU law enforcement programs received significant 2008 capital funds for new training centers. The Metropolitan State University – Minneapolis Technical and Community College program received \$13.9 million and the Alexandria Technical College program received \$10.5 million. Together, these two programs had 291 law enforcement students who completed the practical skills component of the professional peace officer education in 2005-06, or 60 percent of the MnSCU law enforcement program total.⁴² Law enforcement agencies will also use the new facilities.
- Seven organizations have driving simulators; none were identified in the 1999 inventory.
- All nine National Guard Armory indoor ranges were closed due to indoor air quality problems. These ranges were in Albert Lea, Bloomington, Brainerd, Brooklyn Park, Jackson, Mankato, Montevideo, Moorhead, and Rosemount.
- The City of Grand Forks, North Dakota opened a large multi-purpose training facility in 2008 that Minnesota agencies can use.
- A few small fire departments built or want to build their own live-burn sites using donated homes, steel containers, or prefabricated fire training structures.

Potential facilities

Two potential facility efforts were identified. They are in the initial discussion and planning stages. Fond du Lac Community College and Lake Superior College want to create a homeland and public safety regional training center at Lake Superior College’s current fire training site, which also houses the Duluth Police Department’s outdoor range and classroom. The regional center would have firearms and driving simulators, a driving track, expanded fire and hazardous materials training, an indoor firearms range, and a tactical simulation shoot village.

⁴² A number of these students take the academic portion of the law enforcement program through another school. MGT of America, Inc. *Needs Assessment Study of Professional Peace Officer Education Programs in Minnesota*, December 19, 2007, page 3-4. This study was prepared for the MnSCU Chancellor’s Office.

Three East Metro fire departments (Maplewood, Oakdale, and Woodbury) want to build a joint Ramsey-Washington County live-burn fire training facility with a multi-story tower. This group is attempting to secure a five-acre Minnesota Department of Transportation site in Maplewood and is pursuing clean-up grants.

Multi-purpose facilities

Multi-purpose facilities provide fire, rescue and law enforcement training. They have a live-burn facility, drill tower, and firearm ranges. The towers and burn rooms are design to imitate residential and commercial spaces. The towers provide training on high-level rescue, search and rescue, laddering, rappelling, and hose movement. Law enforcement also uses them for Simunition® training (realistic, non-lethal blank and paint bullets), and building search and entry. A couple also have driving and firearm simulators.

Facilities can operate day and night hours, and weekends, which is important for volunteer fire departments. Users tend to be nearby departments, within and from neighboring counties. Federal agencies and public works departments may also use them. More-distant law enforcement departments seeking variety in their normal training routine may use them occasionally.

Departments usually bring their own instructors, as liability is a concern. Alternatively, an outside instructor may schedule a course and rent the location. One facility is planning to reach out to technical college programs and another is heavily used by them.

Table 58. Multi-purpose facilities (fire, rescue and law enforcement)

Facility, location and web site	Fire and Rescue Training Features	Law Enforcement Training Features
Grand Forks Public Safety Center (Grand Forks, ND)	<ul style="list-style-type: none"> ▪ Four-floor drill tower with smoke system ▪ Internal burn simulator ▪ Flammable liquids simulator ▪ Haz mat pipeline manifolds ▪ Trench rescue prop with multiple layers and angling ▪ Confined space for entry 	<ul style="list-style-type: none"> ▪ Eight lane outdoor firearms range (various yardage) ▪ ATV course ▪ Firearms, tear gas, and Taser® simulator ▪ Driving simulator (in same room as firearms simulator and can be used together) ▪ Fire tower used for rappelling, and building search

Facility, location and web site	Fire and Rescue Training Features	Law Enforcement Training Features
<p>Hutchinson Regional Training Site (Hutchinson, McLeod Co.)</p> <p>http://www.ci.hutchinson.mn.us/pdf/firetrngsite.pdf</p>	<ul style="list-style-type: none"> ▪ Four-story training tower (live burn on third floor) ▪ Two search and rescue houses with artificial smoke systems and built-in barriers ▪ Three live-burn containers for level one, level two, and second story or basement live fires. ▪ Auto extrication/vehicle fire area ▪ Hazardous material training ▪ Confined space rescue 	<ul style="list-style-type: none"> ▪ Commercially built live shoot house ▪ Outdoor range with ten stations ▪ Physical education obstacle course ▪ Fire tower and two houses used for building search and entry
<p>SCALE Regional Public Safety Training Facility (Jordan, Scott Co.)</p> <p>http://www.co.scott.mn.us/wps/portal/ShowRTFPage?CSF=1428</p>	<ul style="list-style-type: none"> ▪ Four-floor drill tower ▪ Basement or warehouse fire simulation ▪ Kitchen fire simulation with a flash-over effect ▪ Maze system on all four floors ▪ Standpipe and sprinklers <p>Other:</p> <ul style="list-style-type: none"> ▪ Driving simulator (used by LE, too) 	<p>Two outdoor ranges:</p> <ul style="list-style-type: none"> ▪ Ten-lane tactical range with rotating target system and “dual running man” targets. Room for squad cars and props. ▪ Five-lane outdoor rifle range. <p>Other:</p> <ul style="list-style-type: none"> ▪ Firearms, tear gas, and Taser® simulator. ▪ Driving simulator (used by Fire, too) ▪ Drill tower used for rappelling, building entry and searches.
<p>South Metro Public Safety Training Facility (Edina, Hennepin Co.)</p> <p>http://www.southmetrotraining.com/</p>	<ul style="list-style-type: none"> ▪ Eight-floor drill tower ▪ Kitchen fire simulation ▪ Living room fire simulation ▪ Confined space rescue ▪ Mask maze ▪ Smoke generator ▪ Search and rescue ▪ Ladder drills ▪ Commercial roof ▪ Roof ventilation ▪ Standpipe and sprinklers ▪ Three-story elevator shaft 	<p>Two indoor ranges:</p> <ul style="list-style-type: none"> ▪ Sixteen lanes (various yardage) ▪ Lights, distance and target movement controlled <p>Other:</p> <ul style="list-style-type: none"> ▪ Combat simulator ▪ Rappelling ▪ Tactical entry and search ▪ Building search ▪ Active shooter ▪ Explosive entry

Facility, location and web site	Fire and Rescue Training Features	Law Enforcement Training Features
Southeastern MN Regional Public Safety Training Center (Rochester, Olmstead Co.) Funded in 2008.	“The proposed center will provide three training facilities components: <ul style="list-style-type: none"> ▪ A simulated fire multi-story building (‘Burn Tower’) in which gas or carbon-based fires can be burned repeatedly and multi-story rescue can be exercised. ▪ A driving range to practice advanced driving skills at real-life speeds. ▪ A weapons training facility that allows for live-fire exercises indoors and outdoors utilizing motor vehicles and other props.”⁴³ 	

Most facilities also have classrooms of various capacities; some have multi-media capabilities.
 Source: telephone interviews and facility web sites.

Fixed fire facilities

Major fixed facilities have a multi-story drill tower and live-burn room or rooms, plus other fire and rescue training features. Some facilities are not used frequently, and only by nearby departments. Spring is a heavy training time. Law enforcement agencies may use the towers and buildings for rappelling, breach and entry, and simulated ammunition scenario training.

Minor fixed facilities have live-burn capacity, but on a smaller basis. Some have two-story drill towers, too. The facilities are typically owned by smaller departments, and not frequently used by others.

Table 59. Major live-burn training facility sites

Facility, location and web site	Fire and Rescue Training Features
Apple Valley, Burnsville, Lakeville, Eagan (ABLE) Training Center (Burnsville, Dakota Co.)	<ul style="list-style-type: none"> ▪ Four-floor drill tower. ▪ One-story burn building. ▪ Confined space. ▪ Trench rescue.
Fargo, ND Fire Department	<ul style="list-style-type: none"> ▪ Five-floor drill tower. ▪ Two-and-a-half story burn building. ▪ Structural firefighting props. ▪ Confined space props.

⁴³ Minnesota Department of Public Safety, 2008 *Capital Budget Request – Public Safety Training Facilities*, January 15, 2008.

Facility, location and web site	Fire and Rescue Training Features
<p>Minneapolis Fire Department Training Center (Fridley, Anoka Co.)</p>	<ul style="list-style-type: none"> ▪ Six-floor drill tower. ▪ Two-story burn building with kitchen, living room and bed burn props. ▪ Commercial and residential two-story buildings. ▪ Haz Mat props: two rail cars (one can be ignited), bobtail propane truck, “304” trucking. ▪ Search and rescue. <ul style="list-style-type: none"> ▪ Above ground confined space that is concrete tubing for rescue and below grade tunnel confined space rescue (like a sewer system). ▪ Debris pile rescue that simulates building collapse. <p>Planned in March 2009: new classroom that converts to an emergency operations center.</p>
<p>North Metro Fire Training Center (Fridley, Anoka Co.)</p>	<ul style="list-style-type: none"> ▪ Four-floor drill tower. ▪ Burn room. ▪ Two story residential building with attic that has smoke generator and roof ventilation cutouts. ▪ Interior search and rescue, interior hose stream advances, and applying fire ground organization procedures. ▪ Ladder practices, rope rappelling, high rise fire attack, master streams, high rise rescue techniques. ▪ Confined space training. ▪ A 500 gallon propane tank, foam application training pad and propane “tree.”
<p>St. Paul Fire Department (St. Paul, Ramsey Co.)</p>	<ul style="list-style-type: none"> ▪ Six-floor drill tower with rescue shaft and standpipe system. ▪ Two-story burn building. ▪ Flash-over prop. ▪ Drill pad. ▪ Tanker car.

Source: telephone interviews and facility web sites.

Table 60. Minor fire-burn training facility sites

Facility, location and web site	Fire and Rescue Training Features
Central Lakes College (Staples, Todd Co.)	<ul style="list-style-type: none"> ▪ Burn building. ▪ Classroom building that is used for storage. <p>Most of the other equipment and props have been removed.</p>
Cosmos Fire Department (Meeker Co.)	<ul style="list-style-type: none"> ▪ 45-foot trailer container for Class A burns.
Freeborn/Hollandale Fire Department (Freeborn Co.)	<ul style="list-style-type: none"> ▪ Pair of steel containers, side by side, like a double mobile home, with stove, dryer, other furniture. Straw is used for live fire training.
Mankato Department of Public Safety (Blue Earth Co.)	<ul style="list-style-type: none"> ▪ Drill tower. ▪ Two-story burn container is in the process of being built.
New Ulm Fire Department (Brown Co.)	<ul style="list-style-type: none"> ▪ Two-and-a-half story drill tower with stair case and two burn rooms.
Northland Technical and Community College (East Grand Forks, Polk Co.)	<ul style="list-style-type: none"> ▪ 24 x 24 single story structure. Wood is used for burning. They also have an artificial smoke machine and a roof prop.
South Central College (North Mankato, Blue Earth Co.)	<ul style="list-style-type: none"> ▪ Mobile home that serves as a stationary fire trailer using Class A materials. ▪ The college has a number of mobile props.
St. Paul Park Fire Department (Washington Co.)	<ul style="list-style-type: none"> ▪ Burn container for smoke exposure. ▪ Two buildings for search and rescue and smoke exposure.
Stacy-Lent Area Fire and Rescue Department (Chisago Co.) http://www.lenttownship.com/fire_police/fire_police.htm	<ul style="list-style-type: none"> ▪ Commercially built, two-story residential structure with two burn rooms and a third floor crawl space. ▪ Shingle roof for venting. ▪ Confined space maze.
White Bear Lake Fire Department (Ramsey Co.)	<ul style="list-style-type: none"> ▪ Training tower that allows live burns and has a sprinkler system.

Source: telephone interviews. Bethel Fire Department (Anoka Co.) is trying to find steel cargo containers with room layouts to do live-burn simulations using hay.

Table 61. Specialized live-burn training facility sites

Facility, location and web site	Fire and Rescue Training Features
<p>Minnesota Emergency Response and Industrial Training (MERIT) (Marshall, Lyon Co.)</p> <p>http://www.meritcenter.com/</p>	<ul style="list-style-type: none"> ▪ Four-floor drill tower. ▪ A large apparatus building with classroom (large vehicles can be driving into the building). ▪ Water safety and rescue simulator and pond. ▪ Confined space training. ▪ The college brings mobile props to conduct live burns and other training at this site. ▪ Vehicle extrication recovery pad. ▪ Electrical high voltage simulator. ▪ Gravel roads (approximately 1 mile) for driver training. <p>2008 funding received for a 40-foot tanker trailer for ethanol fire training and a wind tower prop and turbine platform for fire and rescue training. The center has been seeking state and federal funds to expand the facilities for other public safety training.</p>
<p>Lake Superior College Emergency Response Training Center (Duluth, St. Louis Co.)</p> <p>http://www.lsc.edu/ERTC/</p>	<ul style="list-style-type: none"> ▪ Two-thirds scale mock-up of a 757-jet aircraft with computer controlled burns. ▪ Car fire simulators. ▪ Dry chemical practice area. ▪ Area for burning donated mobile homes. ▪ Pond. ▪ Propane prop trailers. ▪ Rapid intervention team trailer.
<p>Flint Hills Refinery (Rosemount, Dakota Co.)</p>	<ul style="list-style-type: none"> ▪ Facility and props for fighting petroleum/hydrocarbon fires with fire suppression foam.
<p>Marathon Ashland Refinery (St. Paul Park, Washington Co.)</p>	<ul style="list-style-type: none"> ▪ Facility and props for fighting petroleum/hydrocarbon fires with fire suppression foam.

Source: telephone interviews and facility web sites.

Table 62 shows how many respondents reported each fixed facility as their primary or secondary site. The table excludes facilities that only one survey respondent used. The firefighter count is not necessarily the number of personnel trained at the facility; it represents the respondents' department size. Fire departments that did not return a survey may have also used these facilities.

Table 62. Number of fire survey respondents using specific fixed facilities

Fixed facility name	Respondents using	Respondents' firefighter count
Minneapolis Fire Department	14	1,161
South Metro Public Safety Training Facility	14	731
Saint Paul Fire Department	12	910
Apple Valley, Burnsville, Lakeville, Eagan (ABLE) Training Facility	8	492
SCALE Regional Public Safety Training Facility	8	261
MERIT Center – Marshall	6	179
Lake Superior College ARFF Center	6 ⁴⁴	163
St. Paul Park Fire Department	4	171
South Central College – Marshall	4	152
Stacy Lent Area Fire Department	4	111
White Bear Lake Fire Department	2	132
Central Lakes College – Staples	2	46

Source: fire department surveys.

Table 63. Other fire training sites (no fixed live-burn facility)

Duluth Fire Department (St. Louis Co.)	<ul style="list-style-type: none"> ▪ Three-story enclosed stairwell ▪ Maze props
Glencoe Fire Department (McLeod Co.)	<ul style="list-style-type: none"> ▪ Donated housed moved to city land. No live burn. ▪ Sprinkler system installed. ▪ Smoke machine. ▪ Laddering. ▪ Incident command. ▪ Ventilation.
Hennepin Technical College (Brooklyn Park, Hennepin Co.)	<ul style="list-style-type: none"> ▪ Six-floor drill tower. ▪ The college brings mobile props to conduct live burns and other training at this site.
Annandale Fire Department (Wright Co.)	<ul style="list-style-type: none"> ▪ One-and-a-half story non-burn training house at the Annandale Police training site. Use artificial smoke for search and rescue. Police use it, too.

Source: telephone interviews.

⁴⁴ Three departments are airport ones.

Fire trailers and props

MnSCU is the state's major firefighter training provider. Ten schools have a variety of fire training trailers and props, including four live-burn trailers:⁴⁵

- Hennepin Technical College – Eden Prairie (two live-burn trailers)
- Lake Superior College – Duluth
- Mesabi Range Community & Technical College – Virginia (rents Itasca County burn trailer)
- Minnesota West Community & Technical College – Marshall (one live-burn trailer)
- Northland Community & Technical College – Thief River Falls
- Minnesota State Community & Technical College - Moorhead
- Ridgewater College – Willmar (one live-burn trailer)
- Riverland Community College – Austin (uses Minnesota West's live-burn trailer)
- St. Cloud Technical College – St Cloud
- South Central College – North Mankato

Two others with trailers:

- Itasca County Fire Chiefs (one burn trailer)
- Private instructor (located in Metro area but teaches statewide)

One survey respondent reported that the Itasca County trailer will require \$40,000 to reline the interior.

⁴⁵ See Appendix D for the complete list.

High fidelity manikins

The survey identified high fidelity manikins that respondents used. This list is not comprehensive of all high fidelity manikins in the state. Hospitals and health care education programs may also have this equipment, but they are used primarily to train hospital and clinic staff, rather than “pre-hospital” staff.

Table 64. Major training program locations

Owner	Location	Description
Crown College	St. Bonifacius (Hennepin Co.)	One sim manikin, plus two male, two female and two pediatric “vital signs” manikins.
HCMC EMS Education	Minneapolis (Hennepin Co.)	Two sim manikins (adult and baby) that are used for in-house and mobile classes. Also houses the Minneapolis Fire Department’s sim manikin.
Hennepin Technical College	Eden Prairie and Brooklyn Park (Hennepin Co.)	Each campus has a simulation center with multiple adult and child manikins at both, plus a mobile trailer. Just starting mobile continuing education program for EMS and fire departments.
Metro State University	St. Paul (Ramsey Co.)	Simulation center with multiple adult and child manikins, some stay at simulation center and others are mobile. Also has vital signs manikins, ob/gyn manikin, and high fidelity task training equipment for central line placement. Joint partnership with HealthPartners. Focus is more on hospital staff training.
Regions Hospital EMS Education Program	Oakdale (Washington Co.)	One sim manikin and one ALS Trainer (portable version)
Ridgewater College	Hutchinson (McLeod Co.) and Willmar (Kandiyohi Co.)	Nursing lab at both campuses with sim manikin. Mobile trailer will have latest sim manikin.
St Cloud State University	St. Cloud (Stearns Co.)	One sim manikin, plus two “vital signs” manikins. Also uses St. Cloud Hospital’s sim manikin and “vital signs” ones.

Source: EMS survey and telephone interviews. Three other MnSCU schools (Century College, Inver Hills Community College and South Central) have simulation manikins, which are principally used for their nursing and pre-licensure EMS programs. One of Inver Hills’s manikins is on loan from the Maple Grove Fire Department.

Other hospitals and EMS providers with manikins:

- Albert Lea Medical Center (Freeborn Co.)
- Altru Health System (Grand Forks, ND)
- Cloquet Fire Department Ambulance (Carlton Co.)
- Crookston Hospital (Crookston, Polk Co.)
- Cuyuna Regional Medical Center (Crosby, Crow Wing Co.)

- Dakota County EMS Consortium (West St. Paul, Ramsey Co.)
- Fairview Wyoming (Chisago Co.)
- F-M Ambulance Service (Fargo, ND / Moorhead, Clay Co.)
- Granite Falls Hospital (Granite Falls, Yellow Medicine)
- Life Link III – Ground (Minneapolis, Hennepin Co.)
- LifeFlight MeritCare (Fargo, ND)
- Mercy Hospital Ambulance (Moose Lake, Carlton Co.)
- North Ambulance (Park Rapids, Hubbard Co.)
- North Ambulance Walker (Walker, Cass Co.)
- North Memorial Hospital (Brooklyn Center, Hennepin Co.)
- Northland Tech (East Grand Forks, Polk Co.)
- Perham Area EMS (Perham, Otter Tail Co.)
- Sanford Health System (Sioux Falls, SD)
- St. Mary's EMS (Detroit Lakes, Becker Co.)
- Woodbury EMS (Woodbury, Washington Co.)

Driving ranges

Minnesota has three driving ranges. Law enforcement agencies are the predominate public safety users. The ranges offer many non-public safety driver training programs: semi-truck, other large trucks, snow plow, school and transit bus, motorcycle and citizen defensive driving. The ranges provide training vehicles. Facility staff indicate that the facilities are used daily, but running multiple programs at once and night classes expand their capacity.

Table 65. Driving ranges

Facility, location and web site	Training Features
Dakota County Technical College (Rosemount) http://www.customizedtraining.com/publicsafety/	<ul style="list-style-type: none"> ▪ 2.8 miles of paved roadway. ▪ Skid pad (300 ft x 500 ft). ▪ Track is lighted for night classes.
St. Cloud State University–Minnesota Highway Safety Center (Stearns Co.) http://www.mnsafetycenter.org/	<ul style="list-style-type: none"> ▪ Three miles of asphalt roads. ▪ Two asphalt pads (200 ft x 500 ft and 200 ft x 400 ft) ▪ Skid pad (80 ft x 500 ft) operated year-round. ▪ Two miles of gravel roads. Two to three miles will be added next spring. ▪ Gravel pad 435 ft x 637ft. ▪ 2.5 miles of snowmobile trails. ▪ Track is lighted for night classes. ▪ St. Cloud Technical College owns a mobile “large truck” simulator (it does not have the law enforcement module).
Southeast Technical College (Winona, Winona Co.)	<ul style="list-style-type: none"> ▪ One mile of road. Low-speed maneuvers only. ▪ The driving range is 480 by 200 ft. ▪ No skid pad ▪ Twelve-station truck simulator with shared flat screen. The stations have a truck public safety module.

Source: telephone interviews and facility web sites.

A small number of law enforcement agencies train at local race tracks: Brainerd, Elko and Fergus Falls. The Hibbing Airport is a widely used Northern Minnesota location. The airport has a former auto company test facility with 5,000 square feet and a skid pad that supports PIT training.

Driving simulators

The State Patrol’s two mobile simulators are the most widely used by law enforcement. St. Cloud Technical College’s mobile simulator is used by fire departments and EMS providers. The other driving simulators are at fixed sites and used by a smaller number of departments. A couple of the locations have both driving and firearm simulators in the same room for scenario training involving both.

Table 66. Organizations with driving simulators

Facility and location	Training Features
Grand Forks Public Safety Center (Grand Forks, ND)	<ul style="list-style-type: none"> ▪ Stationary simulator for squad and rescue; may obtain truck module.
Minnesota State Patrol (Camp Ripley, Morrison Co.)	<ul style="list-style-type: none"> ▪ Two mobile simulators that can train law enforcement, fire, ambulance, and SWAT.
Rochester Community and Technical College (Olmsted Co.)	<ul style="list-style-type: none"> ▪ Stationary law enforcement simulator used by students only.
SCALE Regional Public Safety Training Facility (Jordan, Scott Co.)	<ul style="list-style-type: none"> ▪ Stationary simulator for law enforcement and fire.
Southeast Technical College (Winona, Winona Co.)	<ul style="list-style-type: none"> ▪ Twelve-station truck simulator with shared flat screen. The stations have a truck public safety module.
Spring Lake Park –Blaine – Moundsview Fire Department (Blaine, Anoka Co.)	<ul style="list-style-type: none"> ▪ Stationary simulator with law enforcement and fire modules.
St. Cloud Technical College (Stearns Co.)	<ul style="list-style-type: none"> ▪ Mobile “large truck” simulator (it does not have the law enforcement module).

Source: surveys and telephone interviews.

Major law enforcement training sites

In addition to the multi-purpose training facilities, three large law-enforcement training facilities exist or are being built. They can also be used by other public safety entities as part of joint training exercises. The table excludes the Hutchinson Regional Training Site and the Annandale Tactical Training Center, which are Minnesota’s other live-shoot house locations.

Table 67. Major law enforcement training sites

Facility, location and web site	Law Enforcement Training Features
<p>Alexandria Technical College (Douglas, Co.)</p> <p>www.alextech.org/lawenforcement</p> <p>Funded in 2008. Scheduled opening is fall 2009.</p>	<ul style="list-style-type: none"> ▪ Tactical warehouse with a street and stores on both sides and overhead observation catwalk. ▪ Ten-lane indoor range with moving targets. ▪ Audio and videotape training to de-brief. ▪ Dispatch center with multiple consoles. ▪ Crime scene lab. ▪ Large defensive tactics area and fitness area. ▪ Firearms simulator (existing). ▪ Track for car stops, not defensive driving (existing). ▪ Eight-lane outdoor range (existing). ▪ Joint training with EMS and Fire will be possible.
<p>Metropolitan State University and Minneapolis Technical and Community College (located at Hennepin Technical College's Brooklyn Park campus)</p> <p>Funded in 2008. Scheduled opening is fall 2009.</p> <p>http://www.minneapolis.edu/academics/areaofstudy.cfm?aos_id=22</p>	<ul style="list-style-type: none"> ▪ Tactical live fire range with movable targets and room for a squad car. ▪ Ten-stall indoor range. ▪ Firearms simulation. ▪ Second phase is to build street scene (not funded). ▪ Joint training with EMS and Fire will be possible.
<p>Camp Ripley (Little Falls, Morrison, Co.)</p> <p>http://www.minnesotanationalguard.org/camp_ripley/</p>	<ul style="list-style-type: none"> ▪ Live-fire village includes a trailer home, hotel, police station and home. Video taping available. ▪ Multiple rifle and pistol ranges (including indoor). ▪ Rappel tower. ▪ Firearms simulator. ▪ Lodging and support services.

Source: telephone interviews and facility web sites.

Firearm simulators

Twenty-one organizations have firearms simulators.⁴⁶ They are split between Metro and Greater Minnesota locations. Often, they are located at indoor ranges, but a small number are mobile and shared by several agencies.

Greater Minnesota:

- Alexandria Technical College (Alexandria, Douglas Co.)
- Bemidji Police Department (Beltrami Co.)
- Benton County Sheriff's Office (Foley)
- Camp Ripley (Little Falls, Morrison Co.)
- Crow Wing County – shared
- Fond du Lac Tribal & Community College (Cloquet, Carlton Co.)
- Grand Forks Police Department (North Dakota)
- Hibbing Community College (St. Louis Co.)
- Northwest Minnesota – shared (Moorhead Police, Clay Co. Sheriff, Otter Tail Co. Sheriff, Fergus Falls Police, and Northland Technical College)
- Rochester Community and Technical College (Olmsted Co.)
- Southeast Minnesota – shared (Goodhue Co. Sheriff, Mower Co. Sheriff, Austin Police, Rochester CTC, and other agencies)

Metro:

- East Metro Public Safety Training Center (St Paul, Ramsey Co.)
- Maple Grove – Hennepin Co. Law Enforcement Training Facility
- Minneapolis Police Range (Hennepin Co.)
- Minnetonka Police Range (Hennepin Co.)
- Minnesota Correctional Facility – Oak Park Heights (Washington Co.)
- Plymouth Police Range (Hennepin Co.)
- SCALE Regional Public Safety Training Facility (Jordan, Scott Co.)
- Sherburne County Range and Training Center (Elk River)
- South Metro Public Safety Training Facility (Edina, Hennepin Co.)
- West St. Paul Pistol Range (Dakota Co.)

Firearm ranges

Law enforcement respondents use 234 firearm ranges as either their primary range or secondary one (Table 68). The officer count is not necessarily the number of officers who train at the range annually; it is meant to reflect the size of departments using the range. Respondents and officers are counted twice if an agency uses a secondary range. Some survey non-respondents may also use these ranges; they are not counted in the table.

⁴⁶ Law enforcement survey and telephone interviews.

Table 68. Respondents' primary and secondary firearm ranges, sorted by region and officer count.

Range name (city, county)	Range Type ⁴⁷	Owner ⁴⁸	Respondents using	Officer Count
Central Region				
Camp Ripley (Little Falls, Morrison)	I; O	Oth	10	950
St. Cloud Police Range (St. Cloud, Stearns)	O	LE	5	219
Stearns County Sheriff's Office Range (St. Cloud, Stearns)	I	LE	5	190
Crow Wing County Firearms Range (Brainerd, Crow Wing)	O	LE	4	101
Gordy Buchanon Memorial Gun Range (Cass Lake, Cass)	O	GC	2	73
DeLagoon Gun Range (Fergus Falls, Otter Tail)	O	LE	2	56
Fergus Falls Rifle & Pistol Club (Fergus Falls, Otter Tail)	I	GC	2	56
Northstar Sportsman Club (Walker, Cass)	O	GC	3	50
Eastern Morrison County Sportsmans (Little Falls, Morrison)	O	GC	5	47
Alexandria Technical College (Alexandria, Douglas)	O	Oth	2	36
Todd County Law Enforcement Assoc. (Brownerville, Todd)	O	LE	2	33
Benton County Sheriff's Office (Foley, Benton)	I	LE	2	30
Mille Lacs Wildlife Management Area (Onamia, Mille Lacs)	O	GC	1	28
Mille Lacs Co. Sheriff (private gravel pit) (Milaca, Mille Lacs)	O	Oth	1	28
Wealthwood Rod & Gun Club (Aitkin, Aitkin)	O	GC	3	27
Waite Park Police Range (Waite Park, Stearns)	I	LE	2	24
Starbuck Police (city transfer station) (Starbuck, Pope)	O	Oth	4	21
Lakeshore Conservation Club (Nisswa, Crow Wing)	O	GC	2	20
Morris Rifle Club (Morris, Stevens)	O	GC	2	18
Kanabec Co. Sheriff (county gravel pit) (Mora, Kanabec)	O	Oth	1	17
Knob Hill Sportsmans Club (Wadena, Wadena)	I; O	GC	3	17
St. Cloud Del-Tone Range (St. Cloud, Stearns)	O	LE	1	17
Head of the Red Trap Club (Breckenridge, Wilkin)	O	GC	2	14
Luxemburg Gun Club (St. Augusta, Stearns)	O	GC	1	14
Melrose Police Range (Melrose, Stearns)	O	LE	2	14
Grant County Shooters Assn (Elbow Lake, Grant)	O	GC	2	11

⁴⁷ I = indoor; O = outdoor

⁴⁸ LE= law enforcement agency; GC = gun club; Oth = other entity

Range name (city, county)	Range Type⁴⁷	Owner⁴⁸	Respond- ents using	Officer Count
Grant Co. Sheriff (county gravel pit) (Elbow Lake, Grant)	O	Oth	2	11
Avon Sportsman Club (Avon, Stearns)	O	GC	2	11
Traverse County Sportsmen's Club (Wheaton, Traverse)	O	GC	2	11
Princeton Police (city waste water site) (Princeton, Mille Lacs)	O	Oth	1	10
Crosby Police (private gravel pit) (Crosby, Crow Wing)	O	Oth	1	9
St. Cloud Correctional Facility (St. Cloud, Stearns)	O	Oth	1	9
Staples Sportsman Club (Staples, Todd)	O	GC	1	9
Breezy Point Police Range (Breezy Point, Crow Wing)	O	LE	1	7
Pine River Fish & Game (Pine River, Cass)	O	GC	2	6
Sebeka Police (private range) (Sebeka, Wadena)	I; O	Oth	1	6
Pelican Rapids Police Range (Pelican Rapids, Otter Tail)	O	LE	1	6
Henning Rod & Gun Club (Henning, Otter Tail)	O	GC	1	5
Parkers Prairie Sportsmen's (Parkers Prairie, Otter Tail)	O	GC	1	5
Paynesville Sportsmen's Club (Tri County) (Paynesville, Stearns)	O	GC	1	4
Onamia Police Range (Onamia, Mille Lacs)	O	LE	1	4
Avon Police Range (Avon, Stearns)	O	LE	1	4
Deerwood Police (gravel pit) (Deerwood, Crow Wing)	O	Oth	1	2
Kimball Gun club (Kimball, Stearns)	O	GC	1	2
Emily Police (private gravel pit) (Emily, Crow Wing)	O	Oth	1	1
Metro East Region				
St. Paul Police Range (Maplewood, Ramsey)	I; O	LE	3	729
East Metro Public Safety Training Center (St. Paul, Ramsey)	I	LE	12	715
Bald Eagle Sportmen's Association (Hugo, Washington)	O	GC	5	352
University of Minnesota Police Range (Rosemount, Dakota)	O	Oth	5	161
Lakeville Police (private gravel pit) (Lakeville, Dakota)	O	Oth	2	149
Hideaway Shooting Range (Denmark Township, Washington)	O	GC	3	129
Washington County Range (Stillwater Township, Washington)	O	LE	2	121
Valley Acres (Apple Valley Police Range) (Eagan, Dakota)	O	LE	2	119
West St. Paul Police Range (West St. Paul, Dakota)	I	LE	4	107

Range name (city, county)	Range Type⁴⁷	Owner⁴⁸	Respond- ents using	Officer Count
New Brighton Dept. of Public Safety (New Brighton, Ramsey)	I	LE	3	100
Burnsville Pistol Range (Burnsville, Dakota)	I	GC	3	81
Burnsville Police Range (Burnsville, Dakota)	I	LE	1	75
Chisago Co. Sheriff (county gravel pit) (Harris, Chisago)	O	Oth	3	60
Forest Lake Sportmens Club (Forest Lake, Washington)	O	GC	2	56
Oak Park Height Correctional Facility (Oak Park Heights, Washington)	I	Oth	3	41
White Bear Lake Police Range (White Bear Lake, Ramsey)	I	LE	1	30
Bullseye Shooting Range (North Branch, Chisago)	I	GC	2	27
South St. Paul Police Range (South St. Paul, Dakota)	I	LE	1	26
Farmington Police (private gravel pit) (Hampton, Dakota)	O	Oth	1	24
Gopher Rifle and Revolver Club (Harris, Chisago)	O	GC	1	12
Newport Police Range (Newport, Washington)	O	LE	1	8
Metro South Region				
SCALE Regional Public Safety Training Facility (Jordan, Scott)	O	LE	11	376
Carver Co. Sheriff (private gravel pit) (San Francisco Township, Carver)	O	Oth	1	103
Hutchinson Police Training Facility (Hutchinson, McLeod)	O	LE	2	57
Gopher Campfire Club (Hutchinson, McLeod)	O	GC	3	44
Marsh Lake Hunt Club (Chaska, Carver)	O	GC	1	24
MN Horse and Hunt Club (Prior Lake, Scott)	O	GC	1	23
Major Avenue Hunt Club (Glencoe, McLeod)	O	GC	1	11
Metro West Region				
Anoka County Law Enforcement Range (Coon Rapids, Anoka)	O	LE	18	1,517
Minneapolis Police Range (Minneapolis, Hennepin)	I	LE	2	910
Maple Grove–Hennepin County Law Enforcement Training Facility (Maple Grove, Hennepin)	I	LE	5	503
South Metro Public Safety Training Center (Edina, Hennepin)	I	LE	9	486
Annandale Tactical Training Center (Annandale, Wright)	I	LE	6	171
Fridley Police Dept Indoor Range (Fridley, Anoka)	I	LE	2	166
Wright County Sheriff's Firearms Range (Buffalo, Wright)	O	LE	2	163
Sherburne County Range and Training center (Elk River, Sherburne)	I	LE	5	146

Range name (city, county)	Range Type⁴⁷	Owner⁴⁸	Respond- ents using	Officer Count
Bill's Gun Shop and Range (Robbinsdale, Hennepin)	I	GC	4	124
Bloomington Police Range (Bloomington, Hennepin)	O	LE	1	115
Air Force Range – Ft. Snelling (Minneapolis, Hennepin)	O	Oth	1	107
Minnetonka Game and Fish Range (St. Francis, Anoka)	O	GC	2	106
Elk River Sportsmans Club (Elk River, Sherburne)	O	GC	2	101
Brooklyn Park Police Range (Brooklyn Park, Hennepin)	I	LE	1	96
Plymouth Police Range (Plymouth, Hennepin)	I	LE	1	69
Minnetonka Police Range (Minnetonka, Hennepin)	I	LE	1	57
New Hope Police Range (New Hope, Hennepin)	I	LE	2	56
Delano Sportsmans Club (Delano, Wright)	O	GC	4	54
St. Louis Park Range (St. Louis Park, Hennepin)	I	LE	1	52
Isanti County Sportsman's Club (Cambridge, Isanti)	O	GC	4	46
Richfield Police Range (Richfield, Hennepin)	I	LE	1	45
Minnetonka Sportsmans Club (Minnetrista, Hennepin)	O	GC	3	45
Elk River Police Range (Elk River, Sherburne)	I	LE	2	41
Spring Lake Park Police Range (Spring Lake Park, Anoka)	I	LE	2	38
Corcoran Police Range (Corcoran, Hennepin)	O	LE	3	35
Columbia Heights Police Range (Columbia Heights, Anoka)	I	LE	1	26
Hopkins Police Range (Hopkins, Hennepin)	I	LE	1	26
Bill's Gun Shop and Range – North (Circle Pines, Anoka)	I	GC	1	19
Buffalo Police Range (Buffalo, Wright)	O	LE	1	18
Cokato (Rainbow) Gun Club (Cokato, Wright)	O	GC	1	8
Dayton Police (city public works) (Dayton, Hennepin)	O	Oth	1	6
Northeast Region				
Duluth Police Firearms Range (Duluth, St. Louis)	O	LE	3	170
Virginia Rifle & Pistol Club (Virginia, St. Louis)	O	GC	3	128
North East Regional Corrections Center (gravel pit) (Saginaw, St. Louis)	O	Oth	3	116
Itasca Gun Club (Coleraine, Itasca)	I; O	GC	4	95
Hibbing Community College (Hibbing, St. Louis)	I	Oth	10	62
Northwoods Shooting Sports and Education Center (Mahtowa, Carlton)	O	GC	3	45

Range name (city, county)	Range Type⁴⁷	Owner⁴⁸	Respond- ents using	Officer Count
Mid-Range Marksmanship Center (Hibbing, St. Louis)	O	GC	1	31
International Falls Police Range (International Falls, Koochiching)	O	LE	2	28
Federal Correctional Institution – Sandstone (Sandstone, Pine)	O	Oth	1	26
Agate Bay Gun Club (Two Harbors, Lake)	O	GC	2	23
NayTahWaush Range (NayTahWaush, Itasca)	O	Oth	1	16
Cook Co. Sheriff (county gravel pit) (Grand Marais, Cook)	O	Oth	1	16
Hoyt Lakes Police (gravel pit) (Hoyt Lakes, St. Louis)	O	Oth	2	15
Fond Du Lac Tribal Police (old sand pit) (Cloquet, Carlton)	O	Oth	1	14
Babbitt Conservation Club (Babbitt, St. Louis)	O	GC	2	13
Deer River Police (gravel pit) (Deer River, Itasca)	O	Oth	1	11
MN Shooting Sports Education Center (Grand Rapids, Itasca)	I	GC	1	11
Breitung Twp Police (gravel pit) (Soudan, St. Louis)	O	Oth	1	8
Ely Police (gravel pit) (Ely, St. Louis)	O	Oth	1	7
Silver Beaver Gun Club (Silver Bay, Lake)	O	GC	1	6
Nashwauk Police (Nashwauk, Itasca)	O	Oth	1	4
Grand Rapids Gun Club (Grand Rapids, Itasca)	I	GC	1	3
Floodwood Police (county gravel pit) (Floodwood, St. Louis)	O	Oth	1	3
Fayal Twp Police (city gravel pit) (Fayal, St. Louis)	O	Oth	1	1
Northwest Region				
Moorhead Police Range (Moorhead, Clay)	O	LE	5	111
Fargo Training Center (Fargo, ND)	I	LE	2	96
Beltrami County Law Enforcement Center (Bemidji, Beltrami)	I	LE	5	93
Clearwater Co. Sheriff (county gravel pit) (Bagley, Clearwater)	O	Oth	5	67
Becker County Sportsman Club (Detroit Lakes, Becker)	O	GC	2	52
Northland (Roseau) Range & Gun Club (Roseau, Roseau)	O	GC	5	40
Polk County Sheriff's Range (Fertile, Polk)	O	LE	2	32
Mahnomen Rod & Gun Club (Mahnomen, Mahnomen)	O	GC	2	29
Grand Forks Police Department (Grand Forks, ND)	O	LE	1	22
East Grand Forks Police Range (East Grand Forks, Polk)	O	LE	1	22
Crookston Gun Club (Crookston, Polk)	O	GC	1	16

Range name (city, county)	Range Type⁴⁷	Owner⁴⁸	Respond- ents using	Officer Count
Thief River Falls Law Enforcement Center (Thief River Falls, Pennington)	I	LE	1	16
Sportsman's Club (Thief River Falls, Pennington)	O	GC	1	16
Detroit Lakes Police (unnamed range) (Detroit Lakes, Becker)	O	Oth	1	15
Agassi (Warren) Rod and Gun Club (Warren, Marshall)	O	GC	1	12
Pennington County Sportsmen's Club (Thief River Falls, Pennington)	O	GC	1	12
Glyndon Rod & Gun Club (Glyndon, Clay)	O	GC	2	10
Plummer Sportsman's Club Rifle Range (Plummer, Red Lake)	O	GC	1	10
Wild Rice Conservation Club (Twin Valley, Norman)	O	GC	2	10
Park Rapids Police Range (Park Rapids, Hubbard)	O	LE	1	10
Barnesville Police (a field) (Barnesville, Clay)	O	Oth	1	6
Warroad Gun Range (Warroad, Roseau)	O	GC	1	6
Wilwant range (Lancaster, Kittson)	O	Oth	1	6
Frazee Police Range (Frazee, Becker)	O	LE	1	5
Detroit Lakes Police Range (Detroit Lakes, Becker)	O	LE	1	5
Lake of the Woods Rod & Gun Club (Baudette, Lake of the Woods)	O	GC	1	4
Hubbard Co. Posse Range (leased) (Park Rapids, Hubbard)	O	LE	1	2
Southeast Region				
Rochester Police Range (Rochester, Olmsted)	O	LE	2	209
Southern MN Sportsmen Club (Rochester, Olmsted)	O	GC	1	126
Blue Earth County/Mankato Shooting Range (Mankato, Blue Earth)	O	LE	6	113
Rice County Law Enforcement Center (Faribault, Rice)	I	LE	6	94
Faribault Rifle & Pistol Club (Faribault, Rice)	O	GC	6	94
Red Wing Sportsmans Club (Red Wing, Goodhue)	O	GC	4	87
Byron Sportsman's Club (Byron, Olmsted)	O	GC	1	83
Mankato Police Range (Mankato, Blue Earth)	O	LE	3	79
Winona County Law Enforcement Center (Winona, Winona)	O	LE	2	60
20-40 Rifle/Pistol Club (Owatonna, Steele)	O	GC	2	53
Albert Lea Police Range (Albert Lea, Freeborn)	I; O	LE	2	52
Freeborn County Sheriff's Outdoor Range (Albert Lea, Freeborn)	O	LE	2	52
Austin Police Range (Austin, Mower)	O	LE	2	52
Zumbrota Gun Club (Zumbrota, Goodhue)	O	GC	2	50

Range name (city, county)	Range Type⁴⁷	Owner⁴⁸	Respond- ents using	Officer Count
Kruger Park (Kellogg, Wabasha)	O	GC	3	49
Winona Sportsman's Club (Winona, Winona)	O	GC	3	38
Wells Rifle & Pistol Club (Wells, Faribault)	O	GC	5	37
Lanesboro Gun Club (Lanesboro, Fillmore)	O	GC	4	34
Cedar Valley Gun Club (Austin, Mower)	O	GC	1	30
Traxler's Hunting Preserve (Le Center, Le Sueur)	O	GC	2	29
Sheldon Valley Sportsman's Club (Caledonia, Houston)	O	GC	5	29
Harmony Gun Club (Harmony, Fillmore)	O	GC	3	28
Kasson Gun Range (Kasson, Dodge)	O	GC	1	28
Gopher State Sportsman Club (La Crescent, Houston)	O	GC	4	24
Steele Co. Sheriff (area gravel pits) (Owatonna, Steele)	O	Oth	1	18
Zumbro River Sportsmans Club (Kasson, Dodge)	O	GC	1	14
Waseca Police (city sewer plant) (Waseca, Waseca)	O	LE	1	12
Plainville Police (private, leased range) (Zumbro Falls, Wabasha)	O	Oth	1	11
St. Charles Police (sand pit) (St. Charles, Winona)	O	Oth	1	9
Lewiston Sportsmans Club (Lewiston, Winona)	O	GC	1	9
Caribou Gun Club (Le Sueur, Le Sueur)	O	GC	1	8
Cannon Falls Police Range (Cannon Falls, Goodhue)	O	LE	1	8
Le Sueur Police Range (Le Sueur, Le Sueur)	O	Oth	1	8
Dodge County Gun Club (Mantorville, Dodge)	O	GC	2	7
Owatonna Gun Club (Owatonna, Steele)	O	GC	1	6
Chatfield Fish and Game Club (Chatfield, Fillmore)	O	GC	1	6
Hardwood Country Sportsman's Club (Rushford, Fillmore)	O	GC	1	6
Center Creek Gun Club (Winnebago, Faribault)	O	GC	1	5
Waseca Sportsman Club (Waseca, Waseca)	O	GC	1	5
Waterville Police ("non-range site") (Waterville, Le Sueur)	O	Oth	1	5
Madison Lake Police (private range) (Madison Lake, Blue Earth)	O	GC	1	3
Southwest Region				
Kandiyohi Co. Sheriff (county gravel pit) (Willmar, Kandiyohi)	O	Oth	3	75
Kandiyohi\Willmar Law Enforcement Center (Willmar, Kandiyohi)	I	LE	2	70
Izaak Walton League Range (New Ulm, Brown)	O	GC	2	42
Renville Rangers (Bird Island, Renville)	O	GC	7	42

Range name (city, county)	Range Type⁴⁷	Owner⁴⁸	Respond- ents using	Officer Count
Worthington Police Range (Worthington, Nobles)	O	LE	2	38
Fairmont Trap & Skeet Club (Fairmont, Martin)	O	GC	3	34
Hunter's Den (New Ulm, Brown)	I	GC	2	33
Sun Valley Gun Club (Windom, Cottonwood)	O	GC	3	31
St. Peter Police Range (St. Peter, Nicollet)	O	LE	2	31
Litchfield Police Range (Litchfield, Meeker)	O	LE	1	27
Montevideo Rod & Gun Club (Montevideo, Chippewa)	O	GC	2	25
Appleton Sportsmens' Club (Appleton, Swift)	O	GC	3	22
Jackson Police Range (Jackson, Jackson)	O	LE	3	21
Winthrop Game Protective League Range (Winthrop, Sibley)	O	GC	2	19
Watonwan Game and Fish Club (St. James, Watonwan)	O	GC	2	18
Big Stone Rifle Club (Ortonville, Big Stone)	O	GC	3	17
Slayton Police Range (brush pile site) (Slayton, Murray)	O	Oth	2	17
Granite Falls Range (Granite Falls, Yellow Medicine)	O	GC	4	16
Lyon Co.-Marshall Law Enforcement Center (Marshall, Lyon)	I	LE	1	14
Pipestone County Sheriff's Range (Pipestone, Pipestone)	O	LE	1	14
Redwood River Sportsmen's Club (Marshall, Lyon)	O	GC	1	14
Rock Co. Sheriff (county property) (Luverne, Rock)	O	Oth	1	14
Canby Sportsmans Club (Canby, Yellow Medicine)	O	GC	2	13
Redwood County Sheriff's Range (Redwood Falls, Redwood)	O	LE	2	12
Yellow Medicine Co. Sheriff (city burn site) (Granite Falls, Yellow Medicine)	O	Oth	1	10
Tracy Sportsmen's Club (Tracy, Lyon)	O	GC	1	9
Prairie Correctional Facility (Appleton, Swift)	O	Oth	1	9
Madison Police (gravel pit) (Ortonville, Big Stone)	O	Oth	1	8
Green Isle Sportsman Club (Green Isle, Sibley)	O	GC	1	7
Mountain Lake Gun Club (Mountain Lake, Cottonwood)	O	GC	1	7
Atwater Police Range (Atwater, Kandiyohi)	O	LE	1	5
Lincoln County Sheriff's Range (Arco, Lincoln)	O	LE	1	5
Lac Que Parle Co. Sheriff (county gravel pit) (Madison, Lac qui Parle)	O	Oth	1	5
Sleepy Eye Police Department (Sleepy Eye, Brown)	O	Oth	1	5

Range name (city, county)	Range Type⁴⁷	Owner⁴⁸	Respond- ents using	Officer Count
Tyler Police (gravel pit) (Ivanhoe, Lincoln)	O	Oth	1	3
Minneota Sportsmans Club (Minneota, Lyon)	O	GC	1	3
Clara City Police (Clara City, Chippewa)	O	Oth	1	3
Jackson County Conservation League (Jackson, Jackson)	O	GC	1	2

Source: Law enforcement survey. The Anoka Police Department's indoor range and St. Paul Park Police Department's outdoor range were the only two ranges in the 1999 inventory that are not included here due to no survey response.

Conclusions and Recommendations

Emergency Medical Services

Most respondents, especially Greater Minnesota ones, are unaware of high-fidelity manikin training opportunities. This training also benefits hospital and clinical staff; it is uncertain if more of the training is targeted to this group than EMS staff or if opportunities generally are lacking. Two higher education institutions have mobile training programs that could benefit Greater Minnesota EMS providers. However, many are volunteer-run, so limited time and budgets are barriers to accessing this training even if readily available.

For most EMS providers, local surface lots and streets meet their driver training needs, especially for the basic “driver familiarization” maneuvers. A disproportionate share of Metro ones did not think their future needs will be met. But, most respondents rated access to their location very positively, and that is probably more important to them.

EMS providers’ access to training on rescue operations, hazardous materials, large-scale disaster response, and interoperability communication did not rate positively statewide, with some exception for the Twin Cities Metro area. EMS respondents said facilities and equipment for this training are unavailable or located too far away, they do not have the financial resources or they are unaware of training opportunities. Many also indicated they do not have distance learning technology that may address some training barriers.

Fire Departments

Many departments’ best and sometimes only training method is acquired structures. But many expressed concern about their future availability and regulations governing their use. Mobile trailers and props rated well on availability, but the training is rated lower than training with acquired structures and slightly lower than with fixed facilities, though newer designed trailers may overcome some limitations. A small number of departments use fixed facilities, mostly Metro ones in close proximity to the site.

The Metro East, Metro West, and Southeast (MN) regions have potential need, based on the proportion of survey responses and firefighter count. However, they comprise a small number of all departments and firefighters. The Metro area has nearly all of the “major” fixed fire facilities. They are used by a small number of the state’s largest career and volunteer departments. But, departments are unwilling to travel very far for training due to the time commitment from volunteers, concerns about reduced fire coverage while away, and the cost to do so.

Most fire departments conduct driver training locally on streets or surface lots. These locations meet their basic “driver familiarization” training needs. They do not support the types of training that require special set-up or equipment. Many rated access to their training locations positively, and most respondents indicated their future needs are met.

Respondents consistently reported that their biggest training barriers were finding time to train, money to pay for training, and lack of access to training facilities and equipment. Even if facilities and equipment were readily available, the other barriers still exist.

Law Enforcement Agencies

Agencies’ firearm ranges are meeting their basic, state-mandated training needs. The most pressing need is for moving-target and scenario-based training, especially in all Greater Minnesota regions, where many agencies use gun clubs. Several large agencies and a few smaller ones in the Northeast, Southeast and Southwest regions indicated their ranges do not meet their current or future needs.

Many respondents rated their driving location very positively. The major problem is travel time because the state has two large driving ranges that most law enforcement agencies use. Three large agencies want a range closer to their location, even though one is available within 30 minutes to an hour’s drive. Agencies that train on surface lots rated them well except on the harder-to-perform maneuvers.

Respondents think that firearms and driving simulators can provide beneficial, cost-effective training. Simulators can create the more complex training situations that firearm ranges and surface lots cannot. However, many respondents view simulators as a complement and not a substitute for “the real thing.” Agencies will still want the training that only facilities can provide.

Local Emergency Management

Local emergency managers rated their access to specialty training “fair” or “poor” and had the lowest ratings of any public safety discipline. Northern and southern respondents were most likely to rate their access the lowest. Poor access is due to lack of necessary equipment, travel distance and no staff time to plan the training. “Time and money” are the biggest training barriers. Volunteers do not have time to train, emergency managers have too many other responsibilities, and training, travel and staff “backfill” require money.

General Observations

The different types of facilities and equipment offer different levels of training effectiveness, realism, costs, safety and access. The skills requiring specialized training are infrequently used on duty, but personnel must be proficient because they are needed in very high-risk situations. Experts' professional judgment may differ on what is the appropriate amount and frequency of training and best methods.

On a basic level, public safety agencies' training facility and equipment needs are met statewide, with exceptions for emergency management and certain locations across the state. Large facility investments would benefit a small portion of a region, rather than an entire one. The greater need is training operating funds, which would allow personnel to access distant opportunities or support instructors and mobile equipment. The state provides training reimbursement to fire departments and law enforcement agencies. In FY2009, the Minnesota Board of Firefighter Training and Education begins distributing \$850,000 annually to reimburse fire department training costs. The POST Board provides \$3.5 million per year for law enforcement agency training reimbursements.⁴⁹

Public safety personnel, especially volunteer-run services like EMS and fire, are unwilling to travel for training. They prefer close-by, barely adequate facilities than state-of-the-art. Any fixed facility will likely be underutilized, based on traditional measurements, such as number of hours in use or personnel trained. In situations where a facility can only provide the necessary, critical training, then utilization should be less of a decision factor.

Recommendations⁵⁰

6. The state should only consider funding multi-purpose, regional facilities that many public safety disciplines and organizations can use. Other organizations should include public works and transportation agencies, private industry and higher education institutions. Single-purpose facility proposals should demonstrate a higher level of need than a multi-disciplinary one and priority given to ones that provide both pre-service and in-service training to maximize use.
7. The state should follow the 1999 Statewide Training Facility Plan's criteria for evaluating facility siting, ownership, and operation when considering potential capital funding requests (Appendix A).
8. The state should consider creating a capital grant program to assist public agencies in repairing, improving or updating existing specialized facilities and equipment. The funds could also expand an existing single-purpose facility to serve more than one discipline or replace an obsolete facility that cannot cost-

⁴⁹ 2010-11 Governor's Budget Recommendation for the Firefighter Training and POST boards, <http://www.mmb.state.mn.us/gov-bud-10>

⁵⁰ Advisory team members reviewed and provided feedback on draft recommendations, which the project team incorporated into this report.

- effectively be repaired. The funds should not support the construction or purchase of new facilities or equipment for in-service training. State funding should be contingent on ensuring access for many departments, not just the owning agency or agencies.
9. The Minnesota State Patrol or a higher education institution should test the feasibility of a mobile firearms simulator for Greater Minnesota law enforcement agencies. Borrowing an existing one and using it in conjunction with the Patrol's mobile driving simulator provides a test opportunity.
 10. The state should examine new methods of supporting public safety agencies' training budgets. Free or low-cost statewide training events or regional weekend schools, vouchers like the MnSCU fire ones, state-supported mobile simulators, or regional funding allocations could help agencies overcome their greater training barriers. These funds could help pay for travel costs and personnel time to facilities or support instructors and mobile equipment that bring the training to departments, and promote greater regional training coordination.

Appendices

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Appendix A: 1999 Statewide Master Plan's Proposal Evaluation Criteria¹

Recommendations and criteria for evaluating facility siting, ownership, and operation are grouped into five categories: location; mobile equipment; design; ownership, operation, and funding; and capacity and usage. Most criteria apply to both stationary facilities and mobile equipment, although not all criteria may be relevant in every situation.

LOCATION of FACILITIES

1. Public safety personnel should continue to use the state's situation-specific training facilities for refinery and aircraft burn simulations, as appropriate.

Some training equipment is so specialized that it is needed in only one location in the state. Some specialized training is needed on a limited basis and does not have to be widely available at various locations. Specific Minnesota facilities include simulated refinery and aircraft burn equipment (at Koch Refinery and Lake Superior College, respectively). Few of these facilities exist nationally. First responders should continue to use these facilities as needed to train them in handling these specific situations.

2. The location of a public safety training facility should ensure cost-efficient, easy access for users and maximum use of the facility, while capitalizing on existing infrastructure or other capital investments where possible. To that end, priority for facility development in a given area should be:

First, increased use of an existing facility with time available in its schedule to accommodate additional training exercises — making the facility available to other departments or using it for new types of training on a fee-for-service basis.

Next, expansion or upgrade of existing facilities — adding new features or buildings to support new or additional training options in an existing site.

Last, construction of a new facility — building a training facility where no facility exists or where current facilities are inadequate.

¹ Management Analysis Division – Minnesota Department of Administration, *Statewide Master Plan for Fire and Law Enforcement Training Facilities in Minnesota, Report to the Minnesota Legislature from the Commissioner of Public Safety*, February 1999, pages 4-7.

3. Priority for new facilities should be given to areas with inadequate or no reasonable access to training facilities. Recommended site-specific components for proposed facilities are:

- written documents showing support of local governments, fire and law enforcement agencies, and private-sector businesses in the area where the facility would be located;
- documentation of the availability of amenities, such as food and lodging;
- maps showing proximity to major roadways;
- maps of existing or planned infrastructure (streets, water, sewer) to support the facility;
- details showing sufficient land for future expansion; and
- evaluation of neighborhood appropriateness for the facility. An outdoor firing range or live burn facility would create noise and smoke emissions and should not be located in a densely populated area. Siting of indoor ranges and tactical areas is of less concern for the surrounding neighborhood.

Recommended area components for proposed facilities are:

- training resources or facilities already available in the area — nearest facilities that provide similar training;
- deficiencies in current training options that make the facility necessary (distance, cost, availability); and
- number of potential users within 20, 50, and 100 miles of the site and the distance departments are expected to travel for training. If the facility is mobile, how far it will travel to reach its audience.

MOBILE EQUIPMENT

- 4. Demand for public safety training facilities should be assumed to be from departments within a 100-mile driving distance from the site, unless the siting plan includes a formal commitment from departments willing to travel further to train there.**
- 5. Mobile facilities should be considered in areas where the density of departments within a 100-mile radius is not sufficient to support a fixed facility (at least 75 percent of the hours available for training). Given the experience of MnSCU in operating, maintaining, and managing mobile facilities, local MnSCU institutions should be involved in plans for siting and use of mobile training equipment.**

Recommended components for proposed facilities are:

- cost assumptions for mobile equipment, including purchase and maintenance costs and costs of personnel needed to manage as well as move and operate the equipment;
- number of training hours offered and how many hours will be spent in transit and maintenance; and
- participating departments and the number of hours or days of training for each.

DESIGN

- 6. Public safety training facilities should support safe, realistic training in a controlled environment. Technology should aid in creating more realistic training simulations, while also keeping participating personnel safe from accidents and injuries.**

Recommended components for proposed facilities are:

- types of training supported in the facility and how the facility accommodates them;
- a plan for meeting pollution control and environmental protection agency standards to minimize noise, air, and water pollution from training activities (including lead abatement, content of smoke and vapors released, and soundproofing);
- safety mechanisms for training exercises; and
- technology supported by the facility (audio/visual equipment, teleconferencing, computers, and simulators for driving and firearms) and adaptability for future technological advances in these tools.

OWNERSHIP, OPERATION, and FUNDING

- 7. Additional consideration for funding should be given to facilities with collaborative ownership or operation among federal, state, and local agencies and private-sector organizations, in order to maximize cost-efficiency and use.**
- 8. Multi-purpose facilities should be encouraged, to maximize the potential base of users and spread costs across agencies.**
- 9. The state's role in funding public safety training facilities should ensure that agencies can meet minimum standards for training established by the Peace Officer Standards and Training Board, OSHA, and the National Fire Protection Association.**
- 10. To ensure equal state and local participation in training facilities, state funds should be assumed to provide no more than 50 percent of the total capital costs for the facility and no state subsidy should be provided for the ongoing operation of the facility, unless a state agency is an ongoing partner in the use and operation of the facility.**

Recommended components for proposed facilities are:

- a plan for funding the capital and operating costs of the facility, including the costs to each partner and the effects of any fees collected for the use of the facility;
- a fee schedule for the facility, including plans for whether partners funding the facility pay full, partial, or no fee for the use of the facility;
- the proposed legal governing structure for the facility (joint powers agreement, contract), including how management and operational decisions will be made and how the facility will be staffed; and
- calculations of capacity and use estimates for the facility.

This recommendation does not prevent state agencies from contributing operating funding to facilities they lease for training.

CAPACITY and USAGE

11. Facility plans should include mechanisms for marketing and rental of the facility to maximize its use and recover a portion of operating and capital costs.

Recommended components for proposed facilities are:

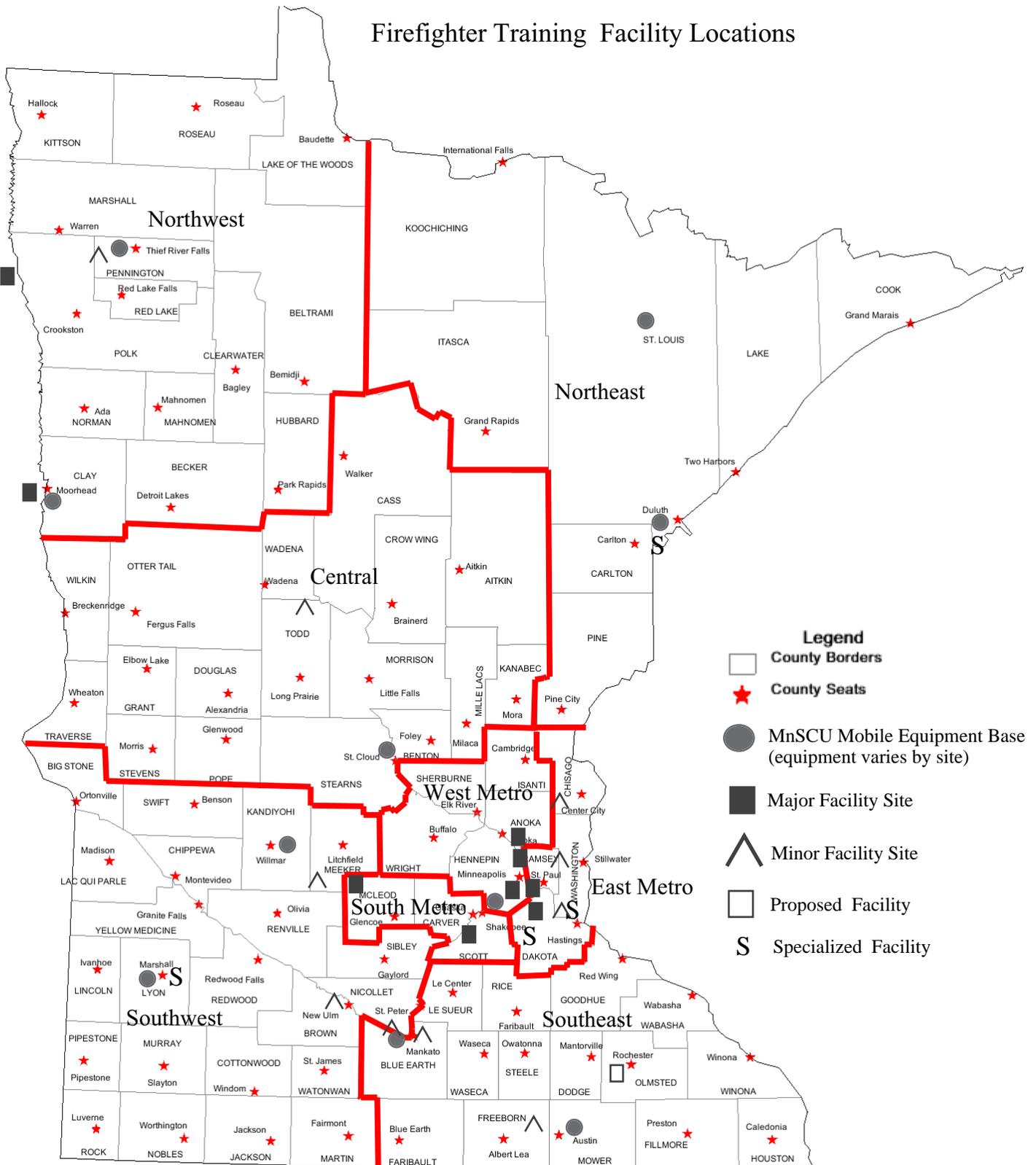
- a list of Peace Officer Standards and Training Board, OSHA, National Fire Protection Association, and other standards being met through the training supported by the facility;
- the estimated annual number of training hours to be provided at the facility, the number of hours committed to the facility's owners or partners, and the number to be made available to other agencies or groups;
- a marketing plan for ensuring use by outside agencies or groups when it is not in use by its partners; and
- anticipated availability to other public groups, such as state agency training schools (MnSCU, Bureau of Criminal Apprehension) or state and federal agencies.

Appendix B: Regional Training Center Advisory Team

Consisting of representatives from local and state responder communities:

Tim Leslie	Minnesota Department of Public Safety (DPS)
Rima Kawas	Minnesota Department of Public Safety (DPS) Legislative Director
Jeff Turner	Minnesota National Guard, Camp Ripley
Don Beckering	Minnesota State Colleges and Universities
Bruce West	Minnesota Fire Chiefs Association
Buck McAlpin	Minnesota Ambulance Association
Marv Calvin	Willmar Fire Chief
Mark Dunaski	DPS / State Patrol
Kris Eide	DPS / Homeland security and Emergency Management
Jim Halstrom	Minnesota Association of Emergency Managers
Lance Ross	Minnesota Emergency Medical Services
Harlan Johnson	Minnesota Chiefs of Police Association
Jim Franklin	Minnesota Sheriffs Association
Warren Jorgenson	Minnesota State Colleges and Universities
Joe Kelly	Minnesota National Guard, Camp Ripley
Josh Florel	DPS / Bureau of Criminal Apprehension
Jerry Rosendahl	DPS / Fire Marshal
Roger Tietz	Minnesota Department of Natural Resources
Rich Weaver	Minnesota National Guard, Camp Ripley
Rob Yant	President, MN Police Chiefs Association
Margaret Vesel	Governor's Policy Advisor
Melanie LaComb	Committee Administrator - House
Alice Seuffert	Committee Administrator - Senate

Firefighter Training Facility Locations



Map from Land Management Information Center; regional lines and facility locations added by Management Analysis & Development.

Appendix D: Minnesota State Colleges and Universities Fire Trailer and Prop Inventory¹

Alexandria Technical College - Alexandria

1. No mobile trailers at this time

Hennepin Technical College – Eden Prairie

1. Live Burn Trailer with Ventilation Prop (53' Trailer)
2. Class A Burn Trailer (53' Trailer)
3. USAR/RIT Trailer (53' Trailer)
4. SCBA Confidence/Confine Space Trailer (53' Trailer)
5. Bulk Liquid Propane (LP) Truck and Props (53' Trailer)
6. Ventilation Trailer
7. Rapid Intervention Trailer
8. Confine Space Trailer
9. Car Fire Trailer
10. Forcible Entry Trailer
11. LP gas 500 gal Tank and Props
12. Auto Extrication/Air bag demo
13. Defensive Driving (Cones)
14. Firefighter Survival Props
15. Trench Rescue (shoring and tools)
16. Flammable Liquids pan and props
17. EMS Simulation Trailer

Lake Superior College – Duluth

1. Rapid Intervention Team (RIT) Trailer
2. Propane/extinguisher training props Trailer
3. Portable LP Gas propane tree

Mesabi Range Community & Technical College - Virginia

1. Live Burn Trailer (rented from Itasca County Fire Chief's Association)
2. Mobile combustible flammable liquids burn pan

Minnesota West Community & Technical College – Marshall²

1. Class A - Live Burn Trailer (semi-trailer)
2. Confined Space Simulator
3. LP Gas Emergencies - live burn props - (500 gal. tank, 100 lb cylinder, gas meter)
4. Fire Extinguisher Operation pan
5. Haz Mat Training props ("A" Kit and 100 lb chlorine cylinder, pipe and drum leak props)
6. Rope Rescue Equipment (ropes, hardware, Sked)
7. Welding Lab (semi-trailer - 12 welders)
8. Portable Computer lab
9. Live Burn Team Trailer
10. 40-Foot Semi HazMat Burn and Leak Trailer (MERIT Center purchasing)

Minnesota State Community & Technical College - Moorhead

1. LP Simulator with two 100 Lb. cylinders
2. Search Maze
3. Forcible Entry Walls & Doors
4. FETS (Fire and Effects Training) Simulator
5. Sprinkler
6. ICS (Incident Command Simulation) Tabletop (similar to Abbotville)
7. Proposed Ventilation
8. Proposed RIT

¹ Compiled by MnSCU Fire/EMS/Safety Center staff, September 28, 2008.

²Mn West operates the Tier II Minnesota Emergency Response and Industrial Training (MERIT) Center. <http://www.meritcenter.com/>

Northland Community & Technical College
–Thief River Falls

1. Mobil combustible flammable liquids burn pan
2. Trench Rescue Trailer
3. Search and Rescue trailer (this trailer is not used off campus anymore because of DOT regulations)

Ridgewater College - Willmar

1. Live Fire Structure Burn Trailer (class A)
2. Confined Space Entry Trailer
3. 500 Gal LP Tank Prop Trailer
4. Ventilation Trailer

Riverland Community College - Austin

1. Extrication Trailer
2. 52 ft. Semi Trailer - SCBA Trailer
3. Hazmat Trailer
4. Ventilation Trailer
5. LP Prop Trailer
6. 52 ft. Semi Trailer - Confined Space
7. Farm Tractor Rollover Trailer

8. SCBA Skills Prop Trailer
9. Live Burn Team Trailer
10. Driving Course Trailer - full of cones, etc...
11. Survival Trailer

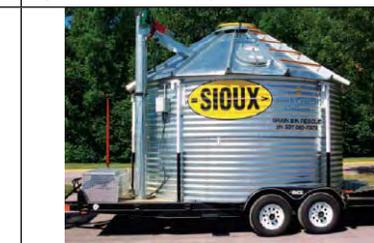
St. Cloud Technical College – St Cloud

1. Confined space training trailer
2. Emergency vehicle driving simulator
3. Ventilation - proposed
4. Rapid Intervention Team (RIT) – proposed
5. Mobil combustible flammable liquids burn pan – proposed

South Central College – North Mankato

1. Grain Bin
2. Trench rescue trailer
3. Ventilation
4. Confined Space Entry
5. Liquid Propane Gas
6. Mobil combustible flammable liquids burn pan
7. Rapid Intervention Team (RIT)

Example Photos of Mobile Training Equipment

Confined Space - Marshall	Confined Space - Willmar	Confined Space – St Cloud
		
Live Fire Burn Trailer – Class A ³	Live Fire Burn Trailer – Class B ⁴	Live Fire Burn Trailer – Class B
		
Ventilation	Liquid Propane Gas	Liquid Propane Gas
		
Car Fire	Driver Training	Forcible Entry
		
Flammable Combustible Liquids	Grain Bin Rescue	Grain Bin Rescue
		

³ Class A is combustible materials such as wood, straw, paper, plastic and cloth.

⁴ Class B is flammable liquids such as grease, oil, and gas.

Appendix E: Emergency Medical Services Survey Results

No answer responses are excluded.

HIGH FIDELITY MANIKIN TRAINING

Location of training

Primary site

Type		
Fixed site	50%	20
Mobile equipment	50%	20
Totals	100%	40

Secondary site

Type		
Fixed site	100%	5
Mobile equipment	0%	0
Totals	100%	5

Please rate the facility or mobile equipment on the following:

	Frequencies:					
	Excellent	Good	Fair	Poor	Very poor	Totals
Manikin users						
Manikin factors						
Available when you want to use it	21 54%	12 31%	5 13%	1 3%	0 0%	39 100%
Travel time to its location (if fixed facility)	17 50%	11 32%	4 12%	2 6%	0 0%	34 100%
Willingness of trainers to come to your location (mobile)	16 47%	11 32%	3 9%	0 0%	4 12%	34 100%
How affordable the training fees are (skip if it is your own)	9 33%	7 26%	9 33%	1 4%	1 4%	27 100%
Able to meet your department's training needs for the next 10 years	11 28%	12 31%	12 31%	3 8%	1 3%	39 100%

Please explain any “poor” or “very poor” responses (include the question number from above).

5. I do not think any training including Sim experience will meet training for 10 years. It would be ideal to have "Sim" training on an annual basis ... I am not aware of any SimMan availability in my area. We would be interested in such a training. ... It is not mobile and is used for many services. It is primarily used for paramedics training. I believe it is needed for EMT training as well but there is not enough time. ... We have never used one, & unknown of closest facility to carry one. ... the training will be out dated in 10 years ... We have our own Sim Man at [city] and use it for training with our ACLS program and in house nursing training. ... A few years ago, we changed our bi-annual "Critical Airway Skills and Advanced Procedures" lab from a sheep lab to a sim man lab. The training was significantly better with the sheep lab. The sim man doesn't come close to our previous training. ... We have our own SimMan and SimBaby. ... Poor - need to travel 45 miles one way t pick up equipment. ... Training is 2 hours or more for the staff. Cost is prohibitive and almost no one will travel this far for training. ... I do feel that their charges are high. We consolidated with a nearby town to save money, but they still charged a fee for 2 units and a minimum of 12 persons for each department. ... the sims man is 2.5 hours away so it is not very convenient to use it. And expensive to buy one for our region. ... Very expensive and very limited availability ... [Name] EMS uses Sim Man Manikins which are located in our EMS Education Dept. In addition, our Education Department does make Sim Man and Sim Baby mobile and travels with it when they do off site ACLS and other classes for outlying hospitals and departments. We currently have one Sim Man, One Sim Baby, and we also house and use an additional Sim Man that is owned by the [city] Fire Department.

If your department did not have any training using a manikin, please indicate why (check all that apply):		
Not aware of such training opportunity	63%	87
Cost of training is prohibitive	27%	37
Training location is too far away	22%	30
Did not need this type of training in 2008 or 2007	11%	15
Other	7%	10
Totals	*	*

* Note: Multiple answer percentage-count totals not meaningful.

Description of Other

If your department did not have any training in 2008 or 2007 using a high fidelity manikin, please indicate why (check all that apply):

Have not taken advantage of this type of training ... We have just the old style manikins ... I 'm not aware of anyone in our area that has that ... Did not use this training in 2008 or 2007 ... Training was done on regular and CPR manikins ... Perhaps will have training if we can arrange in 2009 ... We will now have access to one with a local college [Crown College in St. Bonifacius.] ... no particular reason, current training does not include it. ... This system is on longer used for training. ... We have small team and most medics work for other services. It's hard to get them all together. Many have the training at another employer.

DRIVER TRAINING

Primary site

Type (check all that apply)		
Parking or other surface lot	78%	138
Local streets and roads	59%	105
Driving range or track	8%	14
Driving simulator	2%	3
Totals	*	*

* Note: Multiple answer percentage-count totals not meaningful.

Secondary site

Type (check all that apply)		
Parking or other surface lot	67%	10
Driving range or track	7%	1
Driving simulator	20%	3
Local streets and roads	47%	7
Totals	*	*

* Note: Multiple answer percentage-count totals not meaningful.

How well do these facilities support the following types of training:

	Frequencies:					
	Excellent	Good	Fair	Poor	Not at all	Totals
Vehicle training						
Straight line and cornering maneuvers at various speeds	36 21%	91 52%	40 23%	5 3%	3 2%	175 100%
Controlled steering and braking	44 26%	85 49%	36 21%	3 2%	4 2%	172 100%
Evasive driving and collision avoidance	28 17%	66 40%	43 26%	10 6%	20 12%	167 100%
Serpentine (for timing and steering skills)	35 21%	85 52%	34 21%	6 4%	4 2%	164 100%
Backing and parking	59 34%	95 54%	21 12%	1 1%	0 0%	176 100%
Skid control (on wet, icy, or loose surfaces)	18 11%	43 27%	38 24%	20 12%	42 26%	161 100%

Please rate these facilities on the following:

	Frequencies:					
	Excellent	Good	Fair	Poor	Very poor	Totals
Driving range factors						
Available when you want to use it	64 37%	67 39%	31 18%	8 5%	2 1%	172 100%
Travel time to training location	83 50%	55 33%	27 16%	2 1%	0 0%	167 100%
Safety	62 36%	81 48%	22 13%	3 2%	2 1%	170 100%
Able to meet your department's training needs for the next 10 years	48 28%	61 36%	42 25%	14 8%	6 4%	171 100%

Please explain any “poor,” “very poor,” or “not at all” responses (include the question number from above).

We hired [another] EMS to provide training for us on city streets in our town. The space used is newly developed, will not be usable when more homes are built. ... we can not cover all the training that we need at these locations. ... We use the local airport on occasion, have used local streets, however the community has expanded and the streets are being used more. There is not a place, in my opinion to do skid control, because of lack of equipment and lack of a safe secure place to make a wet or icy surface. ... No way to simulate actual conditions in a parking lot ... [We do] not have the facility to do this training and we look to the SEEMS (Southeastern Minnesota Regional EMS) organization to provide the training at different locations. ... Parking lot for Fire/EMS and civic center. Small building, inadequate for large group of people to train at. Emergency vehicles getting too large for small, angled parking lot. ... Not able to duplicate slippery conditions. ... We do our annual driver's training in house on local roads and at the high school and casino parking lots ... 11 This question involves icy or wet roads. We don't schedule training based on road conditions. It appears we need to try to involve our drivers on these road conditions. ... We have the defensive driving course provided and do our hands on driving ourselves. ... (6), (8), (11)(15), The training area is too small to allow training on all categories above effectively. Ideally we would like to use a simulator but the cost is prohibitive. ... We utilize various surface lots of businesses/organizations in our area which provide for a safe environment for the training ... Available when needed?? Difficult to completely control, close a public space at any time. ... I think our current methods of training our own crew are not enough to really cover the things we should cover. Our local instructors do a good job, but using our own equipment and the ability of applying limited adverse conditions (slippery and icy) do not fully cover skills training. ... This lot may not be available to due changes in city

construction etc. Not enough room for maneuvering etc. ... 8 not offered 11 not offered ... We do our training in the parking lot of our hospital, we need to be able to have a better training to ensure that we are able to handle all types of road conditions and parking/driving situations. ... 12) We must send people with other organizations, many times with police officers and fire fighters. 13) We take our people and equipment out of service for 8 hours in order to complete the training. 15) We need to have more available training locations. Need to be more structured for EMS, it is much different driving an ambulance than a squad car or fire truck. 14) I do not believe all of our training has been conducted as safely as it could be. The ability to use simulators for part of the training is also very important. ... We usually have [Northland College staff] bring the EVOC information and training to our site. ... Needs to be offered more frequently with lower numbers of required students to fill class. ... Due to local traffic and varying weather conditions on training day we have to train accordingly ... We have used local streets and/or parking lot to train in the past; however, it is difficult to schedule a time where we have enough people available to participate to make it worthwhile to have an instructor come in. We are an all volunteer squad and all have varying work schedules, so it is difficult to get everyone together at one time for anything. ... We do not have a skid pad to use for training ... The two mentioned training sites have very different course curriculums so it was difficult to rate both from the list of questions. ... We try to set up a training route with several of the above named situations ... school does not offer enough classes per year so we train within. ... No actual track or place to do skid control, ten years from now we may need advanced training depending upon population and vehicle changes. ... It's a high school and we will have an increase frequency which will be a timing issue ... I am VERY biased against this type of training as it is currently conducted. EVOC practical skills are not based on any sound research. The course is out-dated and needs a complete "re-work" based on what really happens on the job. How many times have I ever had to use the serpentine maneuver? The answer is never. Skid pad? Not very useful and not cost effective. Time for simulators that mimic real driving conditions. ... 11 - no facilities available

15 - does not include anything new each year; same rote course year after year (CEVO-III) (Coaching the Emergency Vehicle Operator™); does not include practical applications such as evasive driving, skid plane, etc. ... We have found that pylon types of courses do not positively impact actual ambulance handling. ... We do our own training with our Trainer ... We do not provide Emergency Vehicle Operations training for our staff, we are a hospital based helicopter operation. ... Airport growth has made use more difficult and often very awkward. ... Use city streets and parking lots. This makes evasive driving training impossible. ... parking lot of catholic school ... It is becoming harder to obtain a good area that is well maintained and available for public use as well as simulation for weather conditions. need to look at an area that can have easy set-up and able to accommodate all sizes of emergency vehicles for all maneuvers to be completed (questions 11 and 15). ... This is a open public area and we can not control access. This limits our ability to perform some activities. ... In a parking lot there is no way to simulate real world driving, such as traffic, ice, snow, night, etc. ... 7,8,9,&11 We don't do enough of this and don't have access or haven't sought out access to qualified instructors in this area. ... Don't have proper equipment to simulate weather conditions.

OTHER TRAINING QUESTIONS

How would you rate your department's access to special facilities and equipment for the following types of training:

	Frequencies:					
	Excellent	Good	Fair	Poor	Not at all	Totals
Other EMS training						
Hazardous materials	11 6%	65 35%	75 40%	25 13%	10 5%	186 100%
Rescue operations	20 11%	69 38%	68 37%	19 10%	7 4%	183 100%
Interoperability communication	10 5%	63 34%	82 44%	22 12%	9 5%	186 100%
Large-scale disaster response	10 5%	64 35%	82 44%	23 12%	6 3%	185 100%
Online classes, web cams or video conferencing for distance learning	19 10%	50 28%	75 41%	21 12%	16 9%	181 100%

Please explain any "poor" or "not at all" responses (include the question number from above).

20 - not available and have not developed any programs ... We do not have a specialized training facility near us. We have had county wide disaster drills and have online access if training is available. ... Equipment for special rescue, and staff qualified to teach are hard to come by. ... 17. Because of the other types of equipment and training the ambulance staff is required to attend, there is little time for specialized rescue training, nor is there money to pay for the equipment and training. 20. We don't have a regular IT person on site to help set up such training. ... We do not use online classes or video conferencing ... Web based/ITV classes don't work. We don't use because of poor results. ... There are no special facilities or equipment located within a 200 mile radius of us for training on Hazardous materials or large-scale disaster response. We have done the best training on these areas that we can with what we have available. ... 16 - We do not have access to these training facilities 17 - We do not train with our local fire depts for rescue training ... 16 -19 Unknown where these training sources are. ... special facilities and equipment over 60 miles away ... 19 We are rurally situated. The fastest large scale response is more than an hour away ... 18 We need to have better communications between emergency departments. ... Small rural communities ... Our computer system (logis) does not have alot of success when attempting to streamline videos for online classes. ... (16), (17), (18), (20). All special facilities for the above training is at least 90 miles from our location. It is not cost effective to transport 25 people to a facility that far away. ... Some resources for haz-mat, rescue, and interoperability communication

are available but haven't been utilized yet. ... Limited resources as well as limited instructor resources make a lot of this training difficult. We make due with what we have. We have a local expert/trainer very knowledgeable in these subjects. He is able to help us a lot, however training material and other resources are difficult to obtain. ... Video conferencing may be available through local county office building but not available at our base of operations. ... 17 not sure if it's available 18 not sure if it's available ... We are far from all training opportunities and most of the "really good" training opportunities are in the bigger regions. ... Interoperability - I don't recall us getting notification of this type of training. ... We do not have web cam on our computer. I have, myself used online classes/teleconferencethat do give information-- I am not aware, however; of EMS using teleconferences. ... we don't have the equipment for any of the web based or video conferencing ... [Name] County does not have 800MHz ... We have not used this media in the past, would like more information on what is available. ... 18 & 19- unknown that this training is available. ... (18) We have received no training on Interoperability communication at this point. I am uncertain as to where that would come from. ... We work in conjunction with [name] county for large scale disaster drills, but need to do more drills in various parts of the county so that each dept has an opportunity to practice scene command. We will be working on this in the near future. ... none of these services are available in this part of the state. we have the "MERIT" center in marshall, but no one provides these services for ambulances and very limited for fire departments ... #17: We have not had a class that has offered rescue operations other than what we ourselves practice: land or water #20: The on line basic EMT class is not utilized due to the lack of hands on training which our students really rely on. ... 16) money, staff, and availability 17) money to help buy more supplies and provide training 18) money 20) money and time ... (20) Do not know of any available and no access to facility if made available ... 19. There seems to be a goodly number of training sessions around the state that a few of our EMT's have attended. Of course we could not send all of our squad out of town at the same time, so only a couple attend when this type of disaster training is staged.

20. We don't have the web cam available for training, but most of our EMT's have computers that might use online classes for certain training. We also use South Central EMS for alot of our in house training. ... distance is our biggest factor and being 100% volunteer (everyone has day jobs) we provide training in [city] once a month and have some resources ... #20: Our service does not have internet service ... difficult to find the place to train ... I believe for all of the above distance is a factor ... We are not aware of any training regarding #20. We also need the equipment in our fire hall to access the training ... 20. not an option for our department. We usually have someone from the outlying area come in and do our training if needed. ... Do not have access to web cams or video conferencing, would be a good idea to have more extensive training done within this area. This issue needs to be more thoroughly addressed. ... Our service does not have the technology or funds to use web cams or video conferencing for distance learning. ... Just do not have the space to do this or the resources to establish a good training environment ... radio systems ... as far as I know, no facilities for web cams, unless school has something available ... 16 - no local HAZMAT capability 17 - no local rescue training available ... 16,17,18,19 no specific resources available. We "make do" with what we have ... There are no actual hazmat training facilities for hands-on EMS scenarios. ... Our training access is currently limited to what is available to come in-house. ... haven't seen any ... 16-19: Answered poor because am not immediately

aware of how [we have] access to the things mentioned ... Not involved in hazardous materials beyond "awareness" level. Not involved in "rescue" operations. ... Difficult to have this type of training for a rural area. ... We do not train for these events (haz mat, rescue operations, and disaster response; air ambulance service). ... 16/17/19 low frequency of available classes props and equip ,short duration of time and access to these as well as qualified instructors and volunteers/staff hard to comit to these classes as time constraints prohibit participation and cost .

18. being a border community to ND/MN we are finding that some funding is available for the p25 (Project 25) update but raises many concerns as to the 800mhz expense to appease [one] state and the other not using it. Looks like big dollars spent to be interoperative. We also are in close proximity to the SD border and we are uncertain as to what that state is doing. Buying many radios/bands with grant funding as well as budgetary items to become interoperable seems to defeat the cause or are [we] missing a piece of the puzzle?

20 The availability of computers and keeping up with maintenance as well as the demand for our computer based/demand for online abilities in our society does become costly to budgets and abilities to make these services available for students and staff, good as these programs are. Space and having the right equipment to accommodate a large group, ITV and projectors and audio visual compatibilities are limited in acquiring or shared resources with other agencies/businesses. ... Don't know of ways to train for haz mat or rescue. . . we let our fire dept. do those responsibilities. ... Limited by budget and staffing to travel to get this type of training ... No real outlet for hazmat training other than mock simulations and planning ... Not local issues ... In the process of obtaining an Interagency Grant for Communications equipment from FEMA ... we have few on line classes no web cams or video conferences foe distant learning. ... Limited sites or too expensive when combined with the 72 hours every two years already required of Paramedics ... [Name] Ambulance is a BLS non emergency ambulance company. We do not respond to emergencies. We are a transport company. ... Not available in our area ... 18 - Don't have any training on this yet. Also no equipment.

What is the maximum one-way distance your department would travel for the types of training discussed in this survey?		
Less than 25 miles	30%	54
26 to 50 miles	34%	62
51 to 75 miles	19%	35
76 to 100 miles	9%	17
more than 100 miles	8%	15
Totals	100%	183

What are your department's biggest barriers to effective training?

Content experts, costs of having them typically come from the metro area ... The number of trainers we have available for both BLS & ALS (basic and advance life support). This should improve within the next year due to the fact that we are sending 3 more for training as instructors. ... Funding and staffing levels being short. ... money and obtaining the most up to date equipment ... getting everyone in one place at the same time with people still on call ... Getting everyone at the same place at the same time ... Cost and availability of personnel ... Sometimes volunteers like to get a little laid-back as they are "only volunteers". It's difficult to "mandate" to them, but yet they are very good when an actual situation arises. They tell me you can only train for so long and it begins to become repeated and boring and they already know that.---(not the trainers words but some crew members) ... Volunteers giving up more of their time. Access to specialized facilities. ... Cost, manpower to cover on duty staff ... COST ... Money first then trying to get the volunteers to commit to the training ... Location of training and time. Volunteers will not drive an hour or two for training. ... Finding new ways to present information that is a repetitive requirement. ... The issue is to get everyone trained and have people to cover PSA (primary service area). My crew feels it is best to train together, since we have to work together on scene. ... cost - both for vendors to come and teach and for overtime required ... Cost and travel ... Funding ... members schedules remote location ... Availability of training sites. ... Time for Volunteers to train. ... Budget and being a rural department not always having access to the same equipment/training that is available in a larger city such as the metropolitan area. ... Distance, time, and money. We have had great success with computer based training through the 'Medic Monthly' program from the Paramedic Institute. It is good quality training, affordably priced and available to staff whenever they have time. ... Time away from jobs, and if the training is out of town it's more than 100 miles away. So that means it is a day or more training, so it's hotel rooms and if it a couple of hours it means at least a half day off from work, no pay. ... Cost for small departments. Mesabi Range charges 200 dollars for training sessions, and on small service budget, that is very prohibitive. Add to that, recruitment and retention, small rural EMS is on the verge of being phased out. Add all the osha training members are required, when does a small department have any time to devote to topics that we deal with day to day?? ... Money Interagency cooperation ... Funding, scheduling. ... A volunteer small town rural area ambulance service can be challenging to adequately staff and train members. There are few candidates available with the small population base for new recruitments and the time constraints from a volunteer squad means training is an ongoing challenge. ... Money to purchase equipment. If possible we would buy an ambulance, squad and fire simulator. We would enhance our Sim Man with the newest model, more video capability and a baby sim ... Cost, Time. Training needs to be done in house. ... TIME ... individual EMT/FR (first responder) work schedules ... We are a Fire Department with an ambulance service. Fire takes up alot of the training. ... Equipment ... Cost and travel ... Availability ... Cost and the time dedicated to the extra training. ... Cost and distance. We have our own training for haz-mat, emergency vehicle operation, rescue, and many others. If the cost of state training would be lower and closer that would be a plus. The votech system is way too high priced for EMS training as we don't need collage credits for it. We do go to South Dakota for training and they also come here. Minnesota should get the training out to the EMS services! The only good thing is through the regions SW EMS

Corporation out of Granite Falls. They provide classes free of charge. ... Distance to the training. We are very very rural. ... The trainer doesn't show up at our meeting. ... We are a volunteer unit and my people have primary jobs that they can not leave for training during the day in the middle of the week. Secondly being in northern Minnesota a lot of the training seems to be set in the Metro area with travel time more than ten hours round trip. ... Voluntary taking the time to do it. ... Coming up with new idea to keep crew from getting bored. ... Generally cost, distance, and availability. ... having staff available for training ... Financing to pay for this expanded portion of training. ... Early notification and distance to training. We do have a budget for this; however food and lodging sometimes hinders how many students can attend. Would like to see the courses offered out in the rural part of the stated, then students can attend and return home after the course with out lodging ... class scheduling ... Cost and time to get it all done ... We have to have people in town taking care of call time. We live at least hours from metro where everything goes on. ... Cost and Distance ... TIME ... None. ... Easy access to a training facility. Most training is conducted at least 90 miles from our station. ... Cost, & Availability ... time duration/day of training. We work with volunteers with limited schedules. ... Resources, equipment, money for time and equipment ... resource availability (Instructors, material) ... Availability of our volunteer personnel who have the time or are willing to commit to taking the time for training. ... For our department it is a matter of our base's proximity to the education (ie Hibbing MN, Rice Lake Wi, etc.) ... Training costs and scheduling personnel to attend classes at outside facilities ... cost is prohibitive for a small, rural service ... Not being able to take all the personal to an away training, leaving no one to cover town ... Distance and the times that the training is offered. ... Awareness of trainings provided and the distance to get to them. ... Availability. Cost. Resources such as instructors. ... cost and the ability to have the training provided in our community ... Knowing what is available nearby. ... VOLUNTEERS TIMECOMMITMENT/ATTENDANCE ... Our training officer is looking at retiring; and at this point, no one has voiced interest. ... Having training close enough to home and times of training offered. ... financing and budget cuts ... Having enough time. ... Volunteers in MN are being required to do additional training with no compensation. ... \$\$\$... Time constraints for a paid volunteer department ... Scheduling. As stated previously, we are all volunteers with varying work schedules and family obligations. The online classes would be a good way to get everyone involved if they could be done at their convenience. ... \$\$\$\$\$\$\$\$\$\$... the cost. ... Travel seems to be the largest barrier. It's difficult to send our employees to training sessions in other areas, as it leaves us short on staffing at home. ... Funding for additional training and traveling distance. ... Cost of the training, and manpower to set up the training. ... Time. ... Funding ... Getting everybody to show up for training. We live so far out of the way and everybody is so busy with their families it is hard to pick a day that suits everybody. ... Money and Time ... distance, time and cost ... RESOURCES AVAILABLE TO US, WE NEED TO PERSONALLY LOOK INTO DOING DIFFERENT TYPES OF TRAINING TO KEEP PEOPLE INTERESTED IN LEARNING. STILL NEW AT THIS POSITION AND WANT TO MAKE IT ALL EXCITING DUE TO THE IMPORTANCE OF ALL OF IT. ... Cost of training; location of training - our EMT's are volunteers with fulltime jobs and family responsibilities ... Not having them close enough to attend, or having them during daytime. ... We are a BLS (basic life support) service with a very good hospital in our community. Our training is provided by SCEMS. Our longest travel time from incident to hospital is about 10 minutes. We have the basic variances for Epi, Nitro,

Glucagon, Alburteral & Oral Glucose. Our training is very complete and detailed through SCEMS. If more in depth training is needed we can get it through SC Technical College (Mankato). Thank You for your time. ... The cost of special training ... Trying to get the entire "volunteer" staff through training sessions. Difficult due to various schedules. ... Money to pay for training and supplies. ... Creativity and Participation . . . can put a training program in place but about half would attend. ... 1) Cost for the city of Madelia. Although the city is very cooperative if we want to send someone to Mpls. for a weekend of training. 2) All of our EMT's are volunteers with full time jobs, so they usually cannot take a huge amount of time away from their job, family, etc. ... money and distance to travel for specialized training ... Our service is very small and could use more members for more effective training. ... Cost involved and time required for travel and training. Cost of equipment prohibits much of our own training. ... Business in family and jobs ... money ... Distance , time that all responders have available for trainings ... Making the required training fun and different ... all of our members are volunteer. We all have main jobs, families etc. The training and mandatory requirements are becoming a factor in our ability to keep members on our service. ... Location ... Having a designated person to facilitate training sessions on hazardous material. ... Being out of our primary service [area] for an extended period of time ... MONEY!! Not enough funds in the budget. ... budget ... people and time ... Time and Money ... distance, too far and costly to send staff to training ... Time and distance to training. Small towns have very few EMTS and most are involved in every thing going on. ... people that would go. ... Simply put: Time and money. ... crew attitudes ... funding and time ... cost and availability of resources; number of staff needing training means we need more than one class in any subject area (we're too big to do it in one class, and not big enough to do it ourselves). ... On Site Training ... Money and Time!!!! ... Money. ... Limited budget and time constraints placed on us for mandated training- ie. OSHA, FEMA, and patient charting training - these unbudgeted mandates stress us in both time and money. ... Distance ... We are a volunteer service and have a hard time finding a monthly meeting date that doesn't affect a large number of our volunteers. Being a volunteer service, members are not given large incentives to participate in off site training opportunities. Recruitment and retention is a higher priority to our service than high tech training. ... Rural location ... Getting the EMT'S to commit to training. ... We have to leave someone in town for coverage ... Distance and crew for back up when the primary crew attends ... Most of our training is provided through [organization]. They are very unreliable and for the most part are not effective trainers. We need to make arrangements with a training resource we can count on to come to meetings. ... Competing with residents. ... Distance , cost, and training availability. ... Widespread group of clinicians and only one main training location. All equipment must be transported to off site locations to reduce time/distance/economical expense for clinicians. ... Time, getting every together with their busy schedules ... **MY EMPLOYEES WORK OTHER JOBS AND CAN NOT GET THE TIME OFF ... None ... MANDATORY ATTENDANCE GETTING EVERYONE TO BE ABLE TO ATTEND, LIMITED TRAINING DATES.** ... Effective Communication of available opportunities...

1. far enough ahead of time to allow proper planning and dissemination to all members
2. by all sources, not just mail...maybe e-mail or other or multiple media should be used if necessary ... personnel willing to take the training and finding the time to do so ... Time limitations. 100% of our crew are volunteers. All of our crew members have full time

commitments with other jobs and families. They volunteer many hours with no compensation to maintain certification which makes it very difficult to add any extra training. ... Cost, student cost ,overhead and other associated fees in maintaining, obtaining materials/equipment. keeping a good replacement plan is hard to keep up with many changes with the equipment and diversity of manikins to be able keep up with techniques/skills as well as keeping instructors up to date, recruiting and maintaining longevity with students trying to keep up with technology in how we deliver our topics ... Proactive Medical Director/Budget cuts ... budget ... Cost and the availability to the training due to only having 12 personnel and we can not all be gone at the same time ... Not knowing what's available ... time ... Most EMT's are casual employees and are full time employees elsewhere so they are only available on weekends for training. ... Cost of training, budget cuts take training dollars first. ... on duty time for staff to train and cost of off duty training when training has to be done off site. ... Staff is mixed with full-time, part-time and on call staff. Hard to get them all together. For many this is not their primary employment. Cost is always a factor. ... Time distance & cost. ... Money to pay for it ... time ... We are a volunteer service and the biggest challenge we face is getting our volunteers together away from their jobs. Our training however has gone rather smooth in the past years. ... Money ... We are not aware of facilities in the area that have this kind of training. ... We are all "Volunteers" that have other jobs. We have one evening set a month, but very rarely that everyone can make it. ... we could use more instructors. ... realistic practice based training, like using sim man, or the driving simulator ... Most of the training that is available is for Emergency companies. Hence most training programs are not applicable to the duties that our employees do on a daily basis. Our employees receive better on going training in their EMT refreshers. It seems that most training materials are geared towards Paramedic and Fire services. ... Volunteer service, It is hard to get everyone together for any out of town training. ... Attendance ... Cost, distance, availability

Appendix F: Fire Department Survey Results

FIREFIGHTER TRAINING

In 2008 and 2007, how many times did your department use the following for training:

	Type of fire facilities					
	Fixed “live burn” training facility		Mobile trailers and props		Acquired vacant structure	
Frequencies:						
Once	31%	25	46%	111	42%	132
Twice	25%	20	29%	69	32%	101
Three times	15%	12	14%	33	14%	44
Four or more times	30%	24	11%	27	12%	36
Totals	100%	81	100%	240	100%	313

	Fixed not used	Mobile not used	Acquired not used	No fire live training
If you chose “none” to any of the above, please indicate why (check all that apply):				
Travel distance too great	105 36%	35 29%	15 21%	20 31%
Cannot afford the user fees	100 34%	54 45%	18 25%	33 51%
Did not need the training	16 5%	10 8%	4 6%	5 8%
Unavailable for our use	72 25%	17 14%	32 44%	19 29%
Other	44 15%	24 20%	14 19%	18 28%
No Answer	49 17%	20 17%	9 13%	2 3%
Totals	*	*	*	*
	*	*	*	*

* Note: Multiple answer percentage-count totals not meaningful.

Description of Other:

If you chose "none" to any of the above, please indicate why (check all that apply):

Will be using one in 2009 ... to get the men to commit to the time to do it. ... Too dangerous ... To many regulations to use existing structures ... no training facility in area ... Too time consuming. Cannot get all of the firefighters through in a timely and quality manner. ... Vacant structure, owner backed out cost of Asbestos removal and clean up after burn. ... not aware of any facilities available to us ... used other departments acquired structures ... No properties available ... To train our whole department at one time the distance is too far. ... Travel Distance plus overtime costs for full time employees ... Small dept. Hard to get enough members to travel + Leaves our area without coverage. ... make are own mock ups ... Expense and time required to prepare for and use an acquired structure ... Had our own structures to use. Low funding. ... removal of hazmat material ... Should have done more but didn't because of lack of membership and poor attendance ... did not have a vacant structure ... Have had it more then twice ... More convenient to use the training facility ... Time available on our part ... Too many other training opportunities closer to home to much paperwork / time ... no structures with any training value available, potential structure providers generally looking for free removal of structure and under existing rules that will not be the case. ... Too costly to meet MPCA requirements ... There was not an available structure ... never organized it ... do all in house training ... We have our own training house. We have it set up for RIT and Piped in smoke (machine) search and rescue, plus ladders, incident command, ventilation and accountability ... Mobile props work the best for us. The cost and time to send 32 firefighters to another facility for training is impractical. ... No live burn facility close, would rather use a vacant structure than a burn trailer. ... have availability to use Fargo's, Just didn't do any live burns other than acquired structures ... not allowed to burn structures ... have no information on /or about how to use it! ... NEIGHBORING DEPT HAD LIVE BURN TRAINING BUT FORGOT TO TELL US! ... Uncertain of regulations in regards to burning an abandoned building. ... Issues surrounding acquired structures - community and logistical ... Could not get enough of the Vol. firemen to train at the same time ... did not fit into this years schedule. will be scheduling one next year. ... Our training time is limited. We do the required trainings then fill in with other trainings that fit our needs ... Just didn't look into it. ... unable to take the time to travel for training ... Cost, scheduling, value ... no facilities available ... Been to busy. ... was not in the budget for those years ... Did not have the opportunity to use a trailer or prop ... Not time to set up a date. ... Not offered or complacency. ... Never attempted to use a fixed facility. ... Haven't had FF1 classes in home town (hosting them). ... We are going to be training this month - for new guys on our department. ... Too hard to coordinate time/work time off for members. ... Scheduling. ... Had used mobile trailers in the past & have did other types of training recently. ... Was not apriority under previous leadership ... Had our own acquired building ... Can acquire houses but not cost effective with asbestos abatement, shingle removal, etc. ... Don't know of any in our area. ... Facilities using natural gas and artificial smoke don't act like a real fire. ... Vacant structures cost less and we get better and more training out of them. ... Price too high for small-town budget. ... We need information on areas we can go. ... Just did not pursue it. ... Never set up training at the cost. ... Travel distance and timing of Training ... used our own house to do our training ... Training Officer unwilling to get this for us or bring info to dept meetings ... To much red tape to burn a vacant structure

How well does the fixed facility, trailers and props or use of acquired structures support the following types of training:

Responses by departments that used a fixed facility, trailers or props or acquired structure at least once in 2007 or 2008. No answer responses are excluded; respondents were instructed to skip any non-applicable question.

Fixed facilities

	Frequencies:					
	Excellent	Good	Fair	Poor	Not Supported	Totals
Fixed facility users						
Fixed facilities						
“Live burn” interior fire suppression	12 15%	46 59%	16 21%	1 1%	3 4%	78 100%
Heat and smoke exposure	14 18%	41 53%	16 21%	3 4%	3 4%	77 100%
“Live burn” exterior fire suppression	4 6%	17 25%	20 30%	9 13%	17 25%	67 100%
Confined space search and rescue	13 19%	32 46%	14 20%	1 1%	10 14%	70 100%
Hazardous materials spill response	6 10%	13 21%	9 15%	6 10%	28 45%	62 100%
Multi-story building fire suppression and search and rescue	15 21%	29 41%	11 16%	1 1%	14 20%	70 100%

Trailers and props

	Frequencies:					
	Excellent	Good	Fair	Poor	Not Supported	Totals
Trailer and prop users						
Trailers and props						
“Live burn” interior fire suppression	29 16%	87 49%	41 23%	3 2%	18 10%	178 100%
Heat and smoke exposure	41 23%	76 42%	45 25%	8 4%	11 6%	181 100%
“Live burn” exterior fire suppression	16 10%	48 30%	35 22%	20 12%	42 26%	161 100%
Confined space search and rescue	34 18%	80 43%	48 26%	3 2%	20 11%	185 100%
Hazardous materials spill response	5 4%	30 22%	27 20%	11 8%	65 47%	138 100%

Acquired structures

	Frequencies:					
	Excellent	Good	Fair	Poor	Not Supported	Totals
Acquired structure users						
Acquired structures						
“Live burn” interior fire suppression	204 70%	66 23%	11 4%	2 1%	10 3%	293 100%
Heat and smoke exposure	192 67%	72 25%	13 5%	2 1%	8 3%	287 100%
“Live burn” exterior fire suppression	157 55%	93 32%	24 8%	1 0%	13 5%	288 100%
Confined space search and rescue	106 39%	88 33%	35 13%	6 2%	35 13%	270 100%
Hazardous materials spill response	15 7%	35 16%	33 15%	15 7%	126 56%	224 100%
Multi-story building fire suppression and search and rescue	77 31%	77 31%	23 9%	6 2%	66 27%	249 100%

Please explain any “poor” responses (include the question number from above).

Did not use Trailers and props. The only props that were used were permanent props at our facility. ... #3 Exterior fires on live burn building are not permitted ... #9. Trailer and Props do not support exterior firefighting. ... Can only do so much with mobile props. ... Item not specific to this type of training ... Trailers are a JOKE ... 9) The trailer is not set up for exterior suppression, at least does not replicate an actual scenario. ... In 2007 We received FEMA money for RIT (rapid intervention) training as for 13,14 and 16 as a small rural department we don't have the training funds, unless it is multi department funded. ... Both acquired structures were houses and did not afford the chance to train in these areas. ... Training sites have had limited value for hazardous material or exterior operations. ... Burn trailer is OK, but aging... we use MN West's burn trailer from time to time... ... WE HAVE DVD'S THAT WE GOT WITH A GRANT THAT COVERS FF1 FF2 EXTRICATION HAZARDOUS MATERIAL WE USE THESE FOR TRAINING WE DO CONFINE SPACE TRAINING AT THE SEWER TRANSFER STATION ... hazmat training not conducted with live burn ... 9- trailer has no exterior suppression component. ... 10- Not big enough-no areas to "hide" to train search and rescue.12- building too old-Barn lit up and was a pile of burning rubble in 27 minutes. Check out photos at www.goodlandvfd.com ... Heat and Smoke exposure in portable and fixed props does not compare to the real thing. ... No hazmat involved in live burn training ... (7) trailers provide only limited exposure to real situations that may be faced because they are stripped, lined with fire proof or retardant materials, and only combustible materials like wood, hay, straw, and cardboard are allowed. (9) have not yet seen a trailer with exterior fire suppression capabilities ... (13) Heat is Poor because we cannot do live sets. Smoke exposure is excellent using a smoke machine. ... did not acquire any structures and no live fire in training trailers ... 9 It is just a semi trailer no outside access to do exterior suppression. ... FIXED AND TRAILER ARE OFTEN SET UP IN THE SAME TYPE OF CONFIGURATION. THEY ARE EASILY FIGURED OUT BY FIREFIGHTERS AND QUICKLY BECOME EASY TO FIGHT, THUS THE STUDENT BEGINS TO CHEAT AND NOT USE SENSES NEEDED WHEN IN A REAL STRUCTURE FIRE. ... 9. These props do not provide for exterior attack.10. Did not train on haz mat with this prop.16. Did not train on haz mat with acquired structure.17. Acquired structure was not multi-story ... Did not use fixed facilities ... The acquired structure does little for spill response training. ... Most homes used are single story. ... Acquired structures usually have a short life span. The time we do have in these structures has focused on structural firefighting and search and rescue. If we have the opportunity to in 2009 we may try to incorporate a meth lab scenario. ... 8 and 9 - the live burn trailers simply cannot provide the interior heat and smoke and exterior spread that a real house can provide. ... Fair response (11) is with regard to E85 burn pan. Because pan must contain water to prevent warpage and because the presence of water facilitates a phase separation I doubt that the burn is real world but does still demonstrate that E85 is a different animal. ... The only fixed facility I have used is the Aircraft facility in Duluth. The facility can give rookies exposure to fire but really doesn't well represent a structure fire. The same is true with the live burn trailers. I think the SCBA trailer has done a good job of getting a fire fighter familiar with the SCBA and promoting team work in a non-fire situation. ... Our department is on a VERY limited budget and training is usually quite a few miles from our city so motel rooms travel expenses etc. add up quickly. ... Our shared facility is old and needs updates. Only one burn room. no haz-mat training area. ... Risks are too high to set a realistic "feel" to the scene. ... We have limited access to properties which we can safely conduct any type of live burn training.

We cannot practice with multiple crews as these structures are not conducive to safe and proper evolutions. ... all in house trained ... 8). the trailers we have used did not provide good (realistic) smoke and heat exposure. ... #5 - training facility is not set up for HazMat training ... Any simulated fire in a reusable prop or building is not the real life experience that comes from an actual building along with contents. ... Answer to Mobile Trailers for live Fire Training. The Trailers are ok but nothing like a real burning fire, not controlled by a gas flame , no real smoke. Just not real enough for all aspects, fire,ventilation,search, etc. ... we did not use any of these facilities...so, could not answer the questions. We do quite a bit of our own "in-house" training besides sending our firefighters to Firefighter 1. ... Fixed structures, with their construction, do not provide any defensive firefighting strategy or challenge. ... Fixed facilities & trailers don't provide good exterior firefighting training in our area. ... It's difficult to provide an exterior attack training with a mobile prop. question 9 ... 11. Haz mat training for our basic dept is a unneeded training. All any of our little depts can do is secure the scene and wait for properly trained dept to arrive. ... No poors Asbestos inspectors and abaters are play major games with fire depts to get a structural burn. MPCA must lighten up. These guys are getting rich at our expense and forcing us to become cowboys in the rural. This isn't safe but happening alot. ... DID NOT MEET OUR NEEDS AND AVAILABILITY ... Our Facility has poor stairs - only one story.Our SCBA trailer not meant for heat. ... We [have vacant houses] but can't use them. ... Any training in a trailer or fixed is great for the fire fights. Since we don't have that many interior - where your heart's beating a hundred miles an hour, trailers at least give you a sense. ... We would love to do all of this but cannot afford it. ... We have not done this or have no access to this. ... after floor had to be removed before burning, nails etc exposed. ... 11. Not available. ... Did not set for these trainings. ... The trailers with usually use a propane burner. It gets hot, but the fire and fire suppression is far from realistic ... Fixed facilities - Multi-story building fire suppression and search and rescue: Our facility does not support "live burn" on multi levels and is small for search and rescue.

Please rate the fixed facility, trailers and props or use of acquired structures on the following:

Responses by departments that used a fixed facility, trailers or props or acquired structure at least once in 2007 or 2008. No answer responses are excluded; respondents were instructed to skip any non-applicable question.

Fixed Facilities

	Frequencies:					
	Excellent	Good	Fair	Poor	Very poor	Totals
Fixed facility users						
Fixed facility factors						
Available when you want to use it	27 36%	36 47%	8 11%	4 5%	1 1%	76 100%
Travel time to its location	27 36%	24 32%	13 17%	9 12%	3 4%	76 100%
Safety and environmental controls	28 39%	34 47%	10 14%	0 0%	0 0%	72 100%
How affordable the user fees are (skip if it is your facility)	13 20%	23 36%	22 34%	5 8%	1 2%	64 100%
Able to meet your department's training needs for the next 10 years	16 22%	17 23%	27 37%	8 11%	5 7%	73 100%

Trailers and props

	Frequencies:					
	Excellent	Good	Fair	Poor	Very poor	Totals
Trailer and prop users						
Trailer and prop factors						
Available when you want to use them	52 24%	114 53%	45 21%	2 1%	1 0%	214 100%
Willingness of trainers to come to your location	102 47%	95 44%	17 8%	2 1%	1 0%	217 100%
How affordable the user fees are	21 10%	96 44%	82 38%	14 6%	3 1%	216 100%
Safety and environmental controls	61 29%	125 60%	22 10%	1 0%	1 0%	210 100%
Able to meet your department's training needs for the next 10 years	32 15%	88 41%	78 36%	11 5%	6 3%	215 100%

Acquired structures

	Frequencies:					
	Excellent	Good	Fair	Poor	Very poor	Totals
Acquired structure users						
Acquired structure factors						
Availability in your area	30 10%	83 28%	122 42%	42 14%	16 5%	293 100%
Safety and environmental controls	43 15%	136 48%	77 27%	22 8%	7 2%	285 100%
Able to meet your department's training needs for the next 10 years	30 10%	81 28%	94 33%	60 21%	24 8%	289 100%

Please explain any “poor” or “very poor” (include the question number from above).

It isn't affordable for our small department to have these trainings because of the cost's to run these things associated with the college. ... 28. We are not able to acquire vacant structures in our area due to all the paper work and fees for inspections. It is cheaper for the property owner to demolish the building by means other than allowing the fire department to use it for training. ... There is no way to predict when structures will become available for use. ... 30. this is something that we will have to continued to do but it will not last for the next 10 years. ... Getting harder all the time to get structures to burn ... 25 Small Depts have a very hard time funding this training ... Not that many left. ... Acquired structures are becoming few and far between. ... Structures are less available ... My department can not afford to use fixed structures or the trailers or props ... There are not any trailers or props available for training. Acquired structures, it takes too long to get all of the required permits, people usually want the building destroyed before we can get the paper work completed. ... too expensive ... 29. It is getting pretty expensive to clean a house up for a live burn these days. ... DNR/State Requirements make "Live Burns" Difficult to accomplish. Both Cost and demands. ... We have had people that want us to come and use their old house as training and then burn it afterwards. They do not like the idea that they need to get the house inspected and they have to pay for that inspection. If something comes up as poor for the environment, they then have to pay for the disposal of that material. We've lost many houses to use for training because of this. Due to these restrictions, I believe that the FD will no longer be able to use these older structures for training. The government demands that we have training. We have free training available to us with the use of these old structures to burn and the experienced personnel on the department. But yet the government puts too many restrictions on people for burning these. It's sad actually! ... 28) less than a desirable amount of homes left in our area for future demolition / training purposes. 29) Safety and environmental control, too many products now days have to be removed from the acquired structure to make it a viable training option. Very time and cost consuming to continue to use these buildings. 30) The permitting process and the timelines from the developers does not allow for quality

trainings needs. Most often, we only get these structures for 1-2 weeks anymore. ... 22. None developed yet in our area 27. Available but expensive 30. never know when we will get a structure ... #27 Will need to find funding to have any type training before the next 10 years. ... Using acquired structures is always a risky proposition. Generally the structures are in poor condition to begin with and this is the reason for their razing. It is tough to ensure safety for personnel when using acquired structures and environmental controls such as water run off etc. It will become, and has become, increasingly difficult to acquire structures for training. It is also tough to burn when homes are located in residential areas and risks to exposures and smoke control is difficult. Sometimes it is impossible to meet the live burn standards on an acquired structure making it unusable. ... The number of available buildings are very limited. ... Not easily or readily available.....have to use at owners convenience, not ours. ... Not aware of where any fixed facilities are in our area ... Due to growth, most acquired structures are too close to other occupied residential buildings causing nuisance and safety concerns. ... Washington County has limited resources for firefighting facilities. The one live burn structure in our area is one level open concrete structure. ... Not that many structures in a heavily wooded area(28) Asbestos inspection and mitigation expensive (29) Same as 28 (30) ... WE HAVE HAD THE CHANCE TO BURN HOUSES FOR TRAINING BUT WITH THE CURRENT LAWS ITS EVEN HARD FOR THE COLLEGES TO FIND BUILDINGS FOR LIVE BURNS FOR THE NEW TRAINES ... Acquired structures are rare in our area ... No fixed facility within a usable range of our county, trailers and props available are good but should be expanded upon, and acquired structures are time sensitive as well as difficulty in locating properties that can be used as well as increasing restrictive rules for the burns. ... It was very hard to get the alcohol burn trailer in our area because the instructors were not available or trailer was not available. Conflict with dates and safety issue with unburned alcohol and gasoline. ... 28 There is not a lot of structures in the area.30 It is very good training but the opportunity is limited. ... 28-hard to find houses to burn down and harder to get approval (asbestos, etc.)30-environmental obstacles are only going to get harder to get approval. ... 30. Our Mobile trailer [mobile home] is deteriorating quickly we'll need to find another trailer or build something different soon. ... Not many structures in the area to acquire and then the cost to have them inspected and remove products that are hazardous. ... Difficult to get through the paperwork. We do not do any live burn training in acquired structures. We use them for search and rescue, ventilation, forcible entry, etc.

We also do not get much opportunity to get acquired structures do to time constraints on when they will be demolished. ... Are becoming harder to get, fewer and fewer are usable for good training. The safety controls are not there as compared with some of the fixed facilities and or trailers. I believe acquired structures are not a viable training facility today and will be even less so in the next ten years. ... need time and money because we are all volunteer fire dept ... Regulations and inspections and preparation of sites makes it almost unreasonable and unaffordable to use structures for live burns ... # 27) Trailers and props are good training but when you have a small budget its hard to come up with the money to pay for it. # 30) Acquired structures are great for training but all the hoops you have to jump through the property owner usually doesn't have the time or the money to wait for everything to happen. ... 18, when you have to use the training facility from a larger full time department you are last on the list and it not the fault of the owner department that have to train as well. 19, Takes to long to get there and get back into the city if needed, time for training set at 2 hours and you have 45 mins of that in travel then you set up. 25, Trailers cost too much, you are for the most part have the same set up year after year, doesn't not meet the need of the changing fire service. 27, Can't meet them now. 28, Too hard to get to

much paper work if you can, the community just does not buy in and more to allow for open burning. 30, Can't meet them now. ... Unaware of any fixed facilities in my area or even close to my area ... the costs of getting a structure ready for the burn is a big concern, and these types of structures do not come up very often, if they do the cost of prepping the site sometimes is too much for one department to handle. would need to go to our mutual aid departments and see if there is interest with them and if they would incur some of the cost. ... property owners are less willing to pay the cost for inspections etc. as cost increases ... 25 - For small depts. user fees are rising faster then we can afford.27 - Members would rather have more realistic training.28 - Paper work to burn a acquired structure is long and frustrating. ... for us its 100 miles to the closest site and the fees for a small town f/d are to high We need ARFF (aircraft rescue and firefighting) training at a higher quality facility, closer to home and at a more affordable price. The new training facility in SE MN should include a training simulator appropriate to FAA index A, B and C airports. ... (29) Most acquirable structures are older houses and buildings that the owners are more than willing to donate but, state and federal rules and environment regulations deter the owners because of hassles and cost. Our volunteer department cannot afford the cost and extra paper work either.

(30) With all the extra paper work and costs for testing and clean up our number of "Live" trainings is always declining. ... Will become harder for rural fire depts. to use these structure's do to government regulations. ... The MPCA rules make it tough to use old structures to burn. This makes it hard to portray real live situations in a training house. ... no acquired structures ... Not a lot of houses vacant. Not cost affective to use. 30. ... # 28---WE HAVE ALOT OF ELDERLY THAT LIVE AROUND HERE, AND SO, NOT MANY ARE BUILDING NEW, OR WANTING TO GET RID OF AN OLDER STRUCTURE. ... It is my understanding that people outside of the fire service want to totally get rid of live burn training in acquired structures. I think this would be a big mistake cause it is the most raw, realistic training there is due to the fact it is not constructed specifically for burn training. ...

19)NO Fixed Facility anywhere near Bemidji

22)Not fiscally possible to travel to fixed facility/use fixed facility for any training

28)Few acceptable/usable/practical structures available for use locally; lack of training funds also hampers opportunity for burning acquired structures.

30)No foreseeable increase in acquired structures in the future. ... 28,29,30 We very seldom are fortunate enough to acquire a suitable training structure close to our area. ... Poor quality instructors from a local tech colleges, taking a train the trainer course barely makes you competent and not an expert. \$1000.00 to 1500.00 for a poorly ran training is hardly a good value. ... #21 too expensive to have a college to come in, they charge too much per person ... Acquired structures are becoming more unpopular due to environmental concerns and safety issues regarding instructors. ... becoming fewer of these junk houses available, some through attrition some from Amish re-doing them and moving into them. ... The trailers and props cannot provide the realistic training we need for interior firefighting. We are currently building a site using steel containers to get the heat level up and make it available to us, in our city when we need it. ... Acquired structures will not be available that far into the future, or in a place where they can be burned. ... The cost, travel distance, and ability to train to advanced levels of interior suppression are lacking in fixed structures. Depending upon the "fuel" (class A or gas) used, the experience can be misleading. Class A burn facilities offer the best realistic experience; offering a higher degree of safety while simulating realistic fire conditions. We find that acquired structures offer the best educational and training opportunity for all levels of instruction. Creating realistic fire behavior and growth conditions are essential for initial and on-going skill maintenance. ... most older building in

the city have been used ... Lack of structures available for live burn ... In 2008 our Department used the Propane props, and also used the live burn trailer with Sartell Fire. Both units were great! Our firefighters felt the instruction and hands on was so beneficial. I visited the Saint Paul live burn facility but travel and cost just is not feasible for us. I know with the budget down turns the State building a live burn facility in the central area seems unlikely, but I feel as a Chief that the benefits to Firefighter training and safety in all aspects of our job would be such an asset to all of us that it should be seriously considered. ... The Marshall site is not finished and we need it in this part of state because small departments can not afford your services. ... Acquired structures are not always available. ... Our training facility needs major updates and acquired structures will not be available soon. ... they are just a quick training that does not handle new hires in the future ... Not too many houses left that will be acquired for renewal ... Fewer and fewer sites to train with. ... Have to pre-schedule far in advance. ... Very concerned about MPCA requirements that may limit or eliminate the live burns in acquired structures. ... In city environments acquired structures for live fire training are essentially an antiquated training medium. Neighbors do not want to smell smoke or have activity in their neighborhood, pollution and asbestos abatement costs are prohibitive. It costs more to dispose of charred wood and ashes from a structure than it does to just tear it down and haul it away. Safety issues arise also with live fire training in acquired structures. ... Without a fixed facility our training is marginal.

Due to cutbacks in local government aid as well as shortages in staffing we are running minimum crew sizes and find it impossible to get people to outside training locations. We have applied for FEMA grants but have been unsuccessful. ... 18) Mpls facility is close but difficult to schedule 29) Very few opportunities for acquired structure and 30) I don't expect that it will be any easier to find acquired structures. ... Difficult to acquire structures for live burn. Structures not available ... inhouse trained ... Fixed facilities if not in our community will not work for us. The cost and travel time and ability to send 32 firefighters to a facility outside of our immediate area is impractical. Mobile props are the answer for us but can also be expensive if not available at a nearby school training site. Acquired structure MPCA rules are making it difficult to the point we will not acquire any more. ... not a lot of vacant structures to burn and a lot of hurdles or paper work, structure preparation to deal with. ... It is getting harder and harder dealing with the DNR and MPCA when doing live structure training burns. Paperwork and permits.

To us it's the best way to experience fire behavior. Trailers are on the bottom of the list for us and we haven't had the luxury of doing burns in a fixed facility. ... #30 - There are only so many structures to go around. We do not train at acquired structures unless the Tech School is also looking to train some people. This mainly has to do with liability and cost issues. ... Unable to send career firefighters out of the city to train. Incurred costs are prohibitive as well as scheduling problems. ... Fixed Facilities: I'm not aware of a fixed facility in the area for our use? The mobile unit we have used is not available in the cold season?? This is when we have more time to train. We need this facility soon. Our department would like to see it close to St. Cloud If possible. ... We don't have a lot of old houses left that we can burn or people are willing to let us. ... We have access to a smoke trailer in Bemidji and once in awhile a live burn. No other special buildings available. ... 29. Lots of work and time to prep a building or structure for a live burn per MPCA regulations. 30. Older structures or buildings construction not similar enough to new ones. ... Having the department staff travel out of the city leaves us short of firefighters within our city. question 19 ... Not Used ... Getting less and less of them ... Acquired structures are currently not readily available. As they become less and less we will need to branch out to access "fixed" facilities to ensure our people are exposed to fire suppression as well as search & rescue as we have very few

incidences where these skills are actually required. ... Not many available structures in our area, doesn't look like an increase in availability for the next 10 years ... 25. We are a small dept that is mutual aide with another small dept we have looked at doing the propane live burn from SCC college but cost was too high for our little depts. The only way we can afford to rent these types of trailers is if we get outside funds from donation given specifically for it. (solicit pull tab funds from local non profit)

30) The availability of vacant structures with owners that are willing to pay for all the inspections fees is getting very small. There are a few good citizens that have done it in the past few years but the costs are prohibitive for them to give us the structures anymore when they can push them down and burn them themselves for little or nothing. ... travel time to Duluth from Twin Cities ... just not a lot of old structures to have training burns in. In addition have to come up with money for asbestos surveys which we try to recoup by having the owner pay which in turn then he just pushes it in a hole instead of burning it. State should pay for survey, no charge to the homeowner, and the fire dept. gets training out of it. Not saying anything about fire dept. having to pay instructors, acquire DNR permits, etc. Not a very user friendly undertaking. ... Due to MPCA rules, it is getting harder to acquire structures to burn and afford costs for required inspections. ... 28) hard to acquire structures for training. The trailers are good, but it is just not the same as a real structure burn/training exercise. ... not readily available ... Fixed facility structures are a good 40 minutes away - too long for a paid-on-call department to use very often. They and trailers are decent to use for company functions but not live fire training. Not realistic. Flashover/rollover simulators are good education to watch but can not participate. ... The availability of vacant structures is getting to the point of being nonexistent. Also the EPA controls of what we can burn is getting to be a problem with cost. By the time you remove everything we cannot burn it is costly and very time consuming. It has gotten so that it is not cost effective to burn vacant structures, and to use trailers is way too costly in our area. ... WE HAVE MANY STRUCTURES TO USE BUT IN POOR LOCATIONS AND NOT ENOUGH TRAINING DOLLARS TO HAVE PROPER TRAINING DUE TO BUDGET CUTS. TRAILERS AND OTHER PROPS ARE GOOD BUT HAVE A HIGH PRICE TAG. ... Our burn building is old, and the fire coating on walls is falling off. Railings and windows need a lot of repairs. ... Twenty-eight acquired structures are few and far between. ... Again we used to host a lot of FFI classes. Now they are being hosted elsewhere. That's when we had more of all the trainings. ... I have seen these trailers, but have not asked to use them yet. ... limit on structures we can acquire ... Number 28 Availability in the area is poor. Due to the hazardous materials used long ago, a lot of these structures have to be torn down. Number 30 Acquired structures are not able to meet the departments training needs for the next ten years because the majority of the people in our rural area are low income, most are below poverty level. People salvage what they can. ... #28 It's very hard to get or find a place to burn. ... The number of older houses are harder to find, and homeowners are not willing to pay extra fees. Hazmat ... 18) & 19) The closest fixed facility is roughly 1 hour away. 22) Can not meet our needs being a hour away from our town. ... The number of structures that become available is becoming less every year. This will keep declining. The cost of inspections and permits is an issue for the owner in allowing us to train. ... Traveling to fixed facilities is a challenge to take as many staff as you would like. It requires a lot of work for mutual aid partners. You can't train all your staff at the same time. ... Acquired structures are hard to come by. ... With all the requirements, it is very difficult to use this training. Cost too high! ... Not available as much as they have been in previous years. ... 18-22 Not available. ... 28) Not as many out there to do training. 30) Not really. We are adding staff very year in place of retiring members. ... Our county fire department's burn trailer is in need of repair

and we have no money to repair it. ... Not many buildings fit our needs. ... 28 & 30- not many properties available to use for training ... The time it takes to jump through all the hoops makes it not going to happen. ... 27. Training trailer is owner by our county so members of the county have no training fees, but cost to keep trailer running will not be met in the very near future. Expected cost to reline trailer in '09 is estimated at almost \$40,000. ... Difficult to find structures to use - expense and time needed to complete all permits, asbestos inspection, and preparation is excessive. This is, however, the most realistic training for our firefighters. It gives them training AND experience and builds confidence. ... Permits were tough to acquire. Not enough structures that can be used. ... Is becoming difficult to acquire structures for live fire training. ... 30 - unreliable source - as to being available. ... Small town - rural area, hard to obtain buildings to train with, cost of asbestos inspections, user fees. ... MPCA and DNR regulations have the potential to limit our ability to train and/or add additional expense. ... It is very difficult to train in the trailers. It is better than no live fire but it is not good live fire training. Fire behavior is very controlled unlike in a structural live fire training. ... 24: Classes have been cancelled because instructors not available. 28: Hard to find safe structures to be in. And most buildings have close exposures. ... #29 Environmental regulations make burning acquired structures too difficult. ... Structures are the best but very difficult to come by ... Fixed Facility (22)- Our facility is 20 years old and is becoming very out dated. It is also small and will not meet the needs of our department long term.

DRIVER TRAINING

Where do your vehicle operators normally train for emergency vehicle operations?

Primary driving range

Type (check all that apply)		
Parking or other surface lot	75%	278
Driving range or track	5%	20
Driving simulator	5%	17
Local streets and roads	76%	282
Totals	*	*

* Note: Multiple answer percentage-count totals not meaningful.

Secondary driving range

Type (check all that apply)		
Parking or other surface lot	56%	46
Driving range or track	20%	16
Driving simulator	13%	11
Local streets and roads	49%	40
Totals	*	*

* Note: Multiple answer percentage-count totals not meaningful.

How well do these facilities support the following types of training:

No answer responses are excluded; respondents were instructed to skip any non-applicable question.

	Frequencies:					
	Excellent	Good	Fair	Poor	Not Supported	Totals
Vehicle training						
Straight line and cornering maneuvers at various speeds	67 20%	155 46%	89 26%	19 6%	8 2%	338 100%
Controlled steering and braking	59 18%	158 47%	93 28%	12 4%	11 3%	333 100%
Evasive driving and collision avoidance	37 12%	103 33%	99 31%	45 14%	32 10%	316 100%
Serpentine (for timing and steering skills)	61 19%	138 43%	68 21%	27 8%	24 8%	318 100%
Backing and parking	92 27%	191 56%	52 15%	5 1%	4 1%	344 100%
Skid control (on wet, icy, or loose surfaces)	32 10%	65 21%	95 31%	55 18%	59 19%	306 100%
Ramp use and lane changes	20 7%	69 23%	78 26%	42 14%	86 29%	295 100%
Gear shifting and braking to reduce or maintain speed on road grades	36 11%	116 37%	91 29%	30 9%	43 14%	316 100%
Low-clearance obstacle	17 6%	43 15%	80 28%	54 19%	92 32%	286 100%

Please rate these facilities on the following:

	Frequencies:					
	Excellent	Good	Fair	Poor	Very poor	Totals
Facility factors						
Available when you want to use it	110 34%	166 51%	43 13%	6 2%	1 0%	326 100%
Travel time to training location	153 48%	118 37%	37 12%	6 2%	5 2%	319 100%
Safety	102 32%	146 45%	60 19%	11 3%	2 1%	321 100%
Able to meet your department's training needs for the next 10 years	74 23%	131 40%	91 28%	18 6%	11 3%	325 100%

Please explain any "poor" or "very poor" responses (include the question number from above).

Our training was done on site in a parking lot so the options where "not at all" was used means we weren't able to practice those maneuvers on the lot used. ... #37 Not available at site#39 Not available at site ... evasive driving evaluation are hard to simulate due to space limitsRamp use and lane change done on highway during training ... We do not have an Emergency Vehicle Operations Training Center available to us. ... We will not be sending anyone to a remote location to teach them to drive. 75% of my firefighters have CDL (commercial drivers) licences already. ... we show our own guys on how to operate each piece of equipment, we are planning a county wide drivers training program next summer through our county fire chiefs assc. ... Not used in our training program -- taught by our instructors and instructors that come on site. ... 45 minute drive during rush hours. ... 39. None available ... 33-36-39 Typically set up an obstacle coarse designed for low speed, tight maneuvers. Driving on local streets will give us experience for normal conditions. ... 33, 34, 36, 37, 38, 39 facility not available. 42. using streets can create problems ... All driver's training is done in house. ... 31. Parking lots are not always large enough to support these operations. 32. Parking lots are not always available. 36. Do not have the ability to create this condition consistently so training is difficult. Generally you do not want to ice a public lot for this purpose and leave it for public use. 38 Use local roads with hills. Sometimes difficult to do with general daily traffic using the roads as well. 39. Do not have the ability to do this. 42. Safety is always an issue. Having inexperienced drivers driving large apparatus with little wheel time is an issue. ... We're operating on city streets. ... Training sites do not allow freeway on/off ramp training, no hills, no skid training. The flat parking lot surfaces provide all other needed training activities. We also have a course through the city for use in training driver/operators for our tractor drawn aerial ladder. ... #36 we don't have the capabilities for skid control in a safe means.#37 We don't have ramps or four lane availability.#39 Again we don't have a safe means for this training. ... training at st cloud site is good but too costly ... we have not done much with evasive driving (33); we have not done much with skid control- kind of hard to do that with a pumper with 1500 gallons of water on board... unless it is icy, then it isn't really safe to do it... ... WE USE THE DVD'S AND PRACTICE IN HOUSE ON THE STREETS AND WITH CONES ... 36. Do not train for this as we do our own EVOC training and safety is a concern. ... We normally train our members in our Fire Dept. parking lot and City streets, do not use a training center due to budget constraints and distance ... 37. We don't have ramps in our service area. 39. no way for us to train on this. ... We can't afford to go some place else to train our drivers so we do our best to train at our department training. ... In both cases we have no ability to perform those maneuvers on our current course ... need money ... Training is done locally at our town. ... #41) the nearest site is 3 hrs away. #43) too high priced. ... We have no multi-lane roadways in our area and the terrain is very flat ... 41, It takes about 45 mins to get there and 45 to get back (just too far to go)43, they will not get any closer in the next 10 years ... courses and working volunteers do not always work well, courses available at certain times and volunteers not ... only suitable for low speed driving practice ... our dept is going to try to train on this in 2009 ... 3 -hour travel time to get to facility ... I have not seen any Drivers Training courses specifically designed for ARFF (aircraft rescue and firefighting). Needs would include public roads training, off road training and modulating at a crash scene. ... We set up our own courses so we don't have low clearance obstacles. 39. ... 36. Can not simulate these conditions. ... WE ARE A RURAL AREA, SO WE HAVE NO PLACE FOR TRAINING. OUR TRAINING IS TO AND FROM A CALL. ... Training done at Fire Hall, completed by fire department only ... 32)Public street33)Public street34)Public

street36)Public street38)No grades39)No clearance obstacles ... Don't have an area in town for skid training ... we do not train on this EVER ... We have some certified trainers in house so we use them. We just used Dakota County Tech College as a backup and it worked great. ... #36. This was a basic course for the entire department and wasn't practical to do at the time. I have heard some stories on how they have caused damage to apparatus by doing this type of training. I do see the value in training but it will need to be discussed in more detail before we consider to participate. ... We do not have a single ramp or multi-lane roadway to train on but since we have none it is a limited training issue. ... The course is set up by our department and does not have the real feel of the driving in a City the size of [city name]. ... City streets and parking lots are not suited to evasive driving evaluations ... Because of our location our department does not have ready-access to training of any kind. ... Limited space. ... crews sizes, run volume, time, access, all contribute to a poor drivers training program. ... 36) The simulator is ok but does not give you the "feel" of a real skid ... There is no good location for driver training. ... Generally the categories above listed as poor are marked as such because these local training locations do not provide enough space to adequately perform all of the driving evolutions we would like to practice. Its pretty simple, we do not have the space or unlimited access to areas where we can accomplish all of our driver training goals. ... We do almost all "in-house" truck/vehicle training. ... It is in a local environment so not able to do any hazardous or risky training. Will need to train in a facility in the future if the cost is low enough. ... 39. No overhead bridges or skywalks in town. ... There is no skid pad available where we train. questions 33 + 36 ... We have no ramps or more than (2) lane roads in our area. ... Just have not tried it yet. ... WE USE THE CITY STREETS AND ROADS NOT VERY GOOD TRAINING ... 36) Limited space for Skids of large trucks37) We don't have a great need for this type of training ... Site is a gravel lot. Gear shifting, ramps and lane changes are difficult to perform in this small lot. ... This is not perfect but it is what we have here. ... We do not use our large fire trucks for driving drills that are not safe to complete. ... not a real training facility ... We are hoping to get a grant for a driving simulator to be brought in by trailer. We have not used Dakota County in many years. Don't know if cost is an issue or not. Could not send everyone to Dakota County or through simulator unless provided for by a grant. Would only be able to send a small number who would come back and do what they could by using our own streets. ... Too far away ... WE HAVE NOT SEEN ANY SCHOOLS AND WE HAVE NO MONEY FOR ADDITIONAL TRAINING ... We use an open lot at the Olmsted Co. Fairgrounds. ... We have done very little of this, just getting started with this part of our training. ... Limited Space ... There really isn't any course in our area to train in. We have Region 9 come inhouse and train. ... No designated training area, must contend with traffic. ... None close by or too expensive. ... we do not have skid control capabilities. ... neither facility has low clearance obstacles ... Don't have anything like that to train on. ... No real training area. Experience gained by local training operations and call-outs ... We do our own drivers training on our local roads and it is always in summer months. We do not behind the wheel training for Evasive driving and accident avoidance. Only classroom. ... In a parking lot or street around the fire hall. ... We are not getting all of the proper training using just a parking lot or the open road. ... 36. Area of training is not large enough to practice this procedure. ... Have no low clearance obstacle. ... We set up our own course; we don't have any hills or multiple lanes. ... Training in a parking lot does not allow adequate training. ... Do to limited space.

OTHER TRAINING QUESTIONS

What is the maximum one-way distance your department would travel for the types of training discussed in this survey?		
Less than 25 miles	33%	150
26 to 50 miles	37%	170
51 to 75 miles	14%	63
76 to 100 miles	7%	31
more than 100 miles	5%	22
No Answer	4%	19
Totals	100%	455

What level do you require your fire fighters to be trained to?		
NFPA Fire Fighter 1 or equivalent	49%	222
NFPA Fire Fighter 2 or equivalent	29%	130
OSHA compliance	3%	12
Department-specific requirement	6%	27
No stated requirement	4%	18
Other	6%	27
No Answer	4%	19
Totals	100%	455

Description of Other:

What level do you require your fire fighters to be trained to?

FF I & II , EMT, Haz Mat Specialist ... MN State Certification FFI, FFII, Haz Mat Operations, EMT ... FF I/II, First Responder. Drivers must obtain Commercial DL ... FIRE FIGHTER 1 PLUS FIRST RESPONDER ... Firefighter 2, Hazmat Ops, Medical First Responder, FAO-I (fire apparatus operator) ... we require fFI to start with and follow NFPA as well as extensive additional technical rescue training and first responder as well as class B lic. ... NFPA firefighter 1 first responder for medical ... FF2, OSHA, FAR (federal aviation regulation) Part 139 ... In early 2009 we will be training to be NFPA Fire Fighter 2. ... 1001 ... FF1 recommended, but not yet required. ... also EMSRB first responder ... Many of the members are long term member who initially trained w/ Blocks A, B, & C; have YEARS of on the job training; and ongoing in-house training. Newer members are trained to FF 1. ... Fire Fighter 1, But in 2009 it will be a requirement to have FF2 state certified with-in 24 months of hire date. I am working on this right now. ... Requirement is FF1, but most are trained at FF2 level ... State certified firefighter II and NEMT and haz-mat operations ... First Responder, RIT (rapid intervention team) ... FF 2, Haz Mat Tech, EMT and all other OSHA requirements ... POC (paid on call): ffer 1; fulltime: ffer 2, all haz mat ops minimum, all 1st responder minimum, all em vehicle ops ... Haz mat Ops ... FFII, OSHA,

First Responder, Haz Mat Ops, OSHA ... Minimum of FF 1 Progress to FF 2 in timely fashion ... NFPA FF1 on personnel already on department - NFPA FF2 for all new personnel ... FIRE FIGHTER II / PARAMEDIC ... No written requirement but we strongly push for Firefighter 2 & First Responder ... We like them to be FFI; however, it is based on their availability. ... FF1 and first responder

What are your department's biggest barriers to effective training?

Time is the biggest issue for those needing to travel off-site. If we are allowed to do it in house that does not become an issue. Of course money is also a big problem, and costs associated with traveling to these off-site training ... Budget issues & scheduling Distance, We do most of our own training, using older firefighters to train the new firefighters. We purchase the instructor books, and lesson plans with powerpoints, and then the workbooks for the students, it seems to work pretty well. ... Good/nearby fixed facility and scheduling due to requirement to pay overtime for a career department. We would like to have a site in our coverage area so that we can train while on-duty. ... Budget and time all of the personel are volunteers and have outside jobs and family's so the time for training is always a issue ... Dedicated staff time due to call volume. Cost of training not reflected by city in department budget ... Time & money ... time and money ... Time available to individuals. ... Distance and costs ... way to much training by nfpa this is why fire departments cant find help!!!!!!!!!!!! ... cost ... Our biggest barrier is money. We are a small department of only 20 firefighters. We need to train our firefighters to the best of our ability and stay within our small budget at the same time. The nearest regional training facility is 1 1/2 hours away from us. Some times that is just to far to travel for a 3 hour training session. ... Cost of Training, Volunteers giving up weekends, would like to see mobile training props come to our department so we could train as a team rather than sending 3 or 4 firefighters to sectional schools. Sending firefighters out of town for training limits our fire protection for our area during that time. ... The MnSCU system. ... Each year Fire Fighter I becomes more and more hours which is difficult for young married trainee to complete all required classes. Seems that once I get them to join and have Fire Fight I it is easier to get them to more classes later. It is hard to get them to commit to the hours to join the Fire Department. ... funding ... it is just to get the volunteer firemen to commit to the time to do the training. ... Cost ... Cost ... Time and Money ... The expense ... Money and time, in that order. ... We are changing our approach towards training. We haven't had the tech school come in very much because upper management thought the cost was to high for what we gained. With new management the last couple years we have brought them in more and we are trying to get more money budgeted for more live burn training and hands on training ... Time for the firefighters to attend the training. ... Budgetary and available time required of Paid on Call Firefighters. We also cannot send our whole department outside our area, to train and at the same time maintain adequate staffing to cover responses. ... Time of members so training that is effective close to home station ... day time hours-funding ... Time for firefighters to attend and funding ... In a volunteer department, finding a time where all members are able to participate ... \$\$\$\$\$\$... The EPA requirements to burn a structure ... Training Dollars are getting more difficult to obtain. ... Budget money and the time that is needed. It seems that the big issue for both paid-on-call and full-time is that more training time is needed for the requirements. Also this adds to the budget issue that keeps getting cut because the state is cutting back on LGA to the cities. ... Cost of training with equipment or facilities ... Cost Cost Cost. We are a small town on a limited budget and have received no grant support so we have to come up with ways to pay for outside training for example we have a pancake breakfast each year and sometimes we take profits from that to do some higher level training

... MONEY and lack of mobile or fixed props. ... The biggest barriers is time and money. It is difficult to have a volunteer training officer and this is a big line item in the my budget and I have to fight for it at every turn. ... cost and the amount of training the state and feds are making small departments comply with ... budget and convenience ... money ... We are a volunteer dept. and it is hard to get training to accommodate everyone's life schedule. ... Budget & Time from families as a volunteer, many state requirements to meet cause wear down on members and the time they are willing to give. ... The colleges charge so much for bad training that it does not pay to use them. [Comment deleted]. ... Budget, lack of houses to burn due to govt. restrictions and fees. ... Money to complete our training facility, (confined space maze, interior partitions for room changes, heat panels for higher temps.) ... Live burns seem to be the obstacle right now. We do not have the number of structure fires we used to so it is hard to get our fire fighters experience. Our first in interior fire fighters are not at the level we were 15 years ago. ... Lack of safe structures to burn. Lack of a class "A" facility to burn at. Lack of time and manpower to drive to a fixed facility. Lack of funding for the paid-on-call training needs and expectations. ... Money ... Dollars and facilities ... In an all volunteer fire department training must be scheduled a month or more in advance to maximize personnel to show up. In our department new volunteers will have 2 years to get FF1. This is very time consuming and creates barriers in volunteer Fire Fighter retention. ... distance to any formal training; interest of firefighters ... The cost is a large barrier. Testing & permitting on acquired structures. ... Having realistic props and a location to conduct safe, controlled training. ... **COST AND WILLINGNESS TO TRAVEL ...** Money, time, and locations ... Time and adequate facilities. More and more required and expected of our firefighters to do which requires special training. ... Distance to training ... Time & Money ... time and money ... Time, cost, getting member's to drill. ... A close by, realistic, affordable burn building. Our training time is from 0900-1200, and 1900-2200 two times per month. Travel time to and from a training site must be factored in to this window of time. If we cannot reach the site within 15-20 minutes, it is of no use to us. We frequently utilize the fire training tower at the HTC-Brooklyn Park Campus. This is an outstanding resource. ... Funding ... Realistic training opportunities ... Time and money ... Time. Experienced instructors. ... Boredom, lack of real incidents, costs, getting volunteers to arrange interesting and/or pertinent training scenarios ... money ... Costs are always an issue with limited budgets. Time is also a big factor for training. ... cost ... location of a regional training facility. There is the MERIT center in Marshall, but we don't have any "extra" apparatus that we can send out of our district for training. if there was something within 25miles, we would probably take advantage of that more often. ... **NO LIVE BURNS WE HAVE THE DVD'S FOR TRAINING THAT WE USE. THEY COVER ALL ASPECTS OF FIRE FIGHTING. ALL EXCEPT THE NEWEST MEMBERS HAVE BEEN THRU FF1. WE TRAIN WITH ENBRIDGE PIPELINE AND GREAT LAKES GAS PIPELINE AND MINN. ENERGY. WE DO AN AIR BAG/HYBRID/ELECTRIC CAR CLASS EVERY TWO YEARS. WE DO IN HOUSE SEARH AND RESCUE TRAINING. WE MAY NEXT YEAR TRY FOR A BURN TRAILER WITH A FEMA GRANT ...** Overtime costs for full time employees ... budgeting,we are a poor city ... Budget ... Costs and willingness of firefighters to attend outside training. ... Distance to a fixed facility as well as increased costs. I believe for a full time/combination dept we should have a training facility within city limits that could be used to train all fire departments in the surrounding area. ... Finding time that works for the majority of the department [26 volunteers]. The willingness to train when not during monthly meeting time. ... Un-compensated department, therefore hard to increase training requirements ... Time constraints. ... with budget cuts it would have to be Money, then getting volunteers to go to

classes ... time for all of to get together, monies for bringing in specialized training, in the past we have combined with other depts in the area and split the cost ... Cost and time. ... Funding ... Time!! Hard to attend training at offsite locations due to work/family and even harder to get trainers to come to us. ... Not enough mobile props available in our area ... Costs and availability ... cost ... The biggest barriers we deal with are lack of funding, and improper or no training of the trainer ... having the training officers come up with new ideas ... Volunteer department witch causes time restraints and also budget cuts ... Not enough money on an annual basis. ... Finances!!! Since we operate on a total budget of \$25,000 per year, we can hardly afford to train new recruits. ... Cost. ... Cost to provide the training AND cover the City. ... The lack of a fixed training facility that is accessible to department members without making special arrangements for coverage of our service area and lack of realistic training props. ... time and money ... Time. Our dept is total volunteer and our members are very involved with other community events and groups. Keeping up with mandatory training is difficult let alone organizing other training without other conflicts. ... The biggest problem is keeping everyone involved and active with the training. Also having a training officer that stays on top of what has to be done. ... funding and knowledge what's available ... Time and member willingness. In a small department in a small town, our members are saddled with a great many commitments for family, work and community. We try to keep up, but it is difficult. ... Having a place to go and train to cover all of the our training needs. we do piece meal now and it's we are just getting by. At this time we are working on a joint county training facility we have 5 acres. ... involvement of the volunteers. money, accessibility ... mandated training NIMS, Right to know, blood borne pathogens etc. takes up time that should be spent on basic fire and rescue skills ... Cost and travel time. ... timing of training spr/ sum/ fall/ ... Distance traveled to get required training, the extra costs associated with travel for training, and the amount of personnel away from town at a given time for training. ... Poorly maintained facility at Duluth. \$300 plus miles to the facility means annual training only. ... Budget ... Unfunded mandated training. Budget constraints. Time limitations of volunteers to attend classes. ... cost ... Time and cost. Travel to fixed structures is not reasonable because we are an all VOLUNTEER fire department and training needs to take place in a 2 hour period including setup, take down, and travel. ... Cost of fuel, limited budget for training, time to commit to training. ... finding enough people ... Cost and travel distance to facilities ... the budget ... Funding. If we had more funding we would use more services from Tech Colleges in our area. ... \$\$... Time commitment away from jobs and/or giving up free time (weekends). ... Money, and commitment from personnel. ... cost, travel distance- we need a county location- time constraints on our part-timers ... Budget ... The cost of Training is the biggest. We do a lot of in House training with our own people. ... TIME AND MONEY. ... lack of suitable training tower and related facility, time and \$. ... Time constraints of the Staff, Quality of training, ... Funding dollars. ... MONEY AND AVAILABILITY TO TAKE CLASSES LIKE THESE. THERE ARE NO PLACES, THAT I KNOW OF, WHERE THEY HAVE FIXED FACILITIES FOR TRAINING. ... time and money ... Time, Membership, Interest of membership, lack of participation by younger members, finding interested candidates for membership, declining population. ... Time and money. We are always short of time and the time commitments that our members have to make to attend. Vouchers seem to get less and less every year and our city's budget is shrinking and FEMA has gotten too competitive to get anything for grant money. ... Cost. We pay our staff by the hour and may have to cut some training due to LGA cuts. ... Teachers and Distance for some training ... Time for members to commit. ... lack of money ... We have no formal training facilities available other than the classroom in the station. We have no facility/space to drill in or store/house props, etc. Even basic skills

are typically practiced in locations that have little resemblance to any practical fireground situations, i.e. hose evolutions in parking lots, SCBA drills in the station locker room, etc. ... Overall costs to training. ... Cost, travel time, adequate facilities ... Must do all training in town due to overtime cost of sending fire fighters to training off duty. ... Poor quality tech college instructors commanding top dollar for poorly conducted training sessions. ... price per firefighter constantly rises out of control -no outside input-basically pay it or get out, small departments can't afford to keep up anymore, so we just lose out ... Our biggest barriers is time and money. Part time firefighters are often coming to training from work and are tired. They do not want to spend an additional 3-4 hours of training. Though training is a must for these firefighters, it is often hard to find classes that are different is hold their attention while they are there. We could use new props and ideas to get the "same old training" a boost. The idea of a central location for training is great. I feel it will be hard to get many to travel a great distance unless there are more sites than one. When we leave our coverage area, we are concerned about protection and mutual aid can only cover for a short time. If we split our groups we than do not train together as we should. I am open to new ideas and concepts. ... Facilities and \$\$... Time, Cost, Equipment/Tools, ... Getting good instructors. Our ff are good, but they get tired of training. The State College system is a disappointment and have priced themselves out of the market. ... Finding the time to do training! ... MONEY FOR TRAINING IN FIRE FIGHTER 1 ... the amount of time that volunteers have to have to be osha compliant ... Like everyone else, funding and time availability of the members. In 2008 our training budget was cut by 68%. We needed to do budget amendments (sacrifice equipment) to stay in the black. The cost for certified instructors and quality training has exceeded most departments ability to properly train the fire fighters and meet the standards and requirements. Voucher dollars from MNSCU saved us this year! ... Money for training ... Time ... Requirements and the time to get them done! ... Facility to provide on-going entry and advanced level fire suppression and incident management skills. ... cost ... cost of out side instructors and trailers ... Available time for members. ... Budgets tightening , possibly losing LGA monies will make a severe difference on how we train or recruit firefighters to protect our city Getting firemen to go, issues with city council - money, time ... Getting consistent "live fire" exercises ... Costs & time commitments by the members ... The biggest problem is a lack of new younger members to train. That is simply a function of the population that we have to recruit from.

Cost is an issue but the training is necessary and in the past we have spent the money.

Member time is an issue and two hours of round trip travel time on top of a four hour course makes for too long an evening for someone who can't start until they get off work and needs to eat and get some sleep before they go to work the next morning. We have been able to get firefighters trained at FF1 classes at neighboring departments within a 15 mile radius up to this point in time.

A few years ago we had a new member, who wanted training. However he worked a regular second shift job. He was a good person to have because he was around during the day however his second shift job made FF 1 training essentially impossible. It became a non-issue when he moved out of the area.

I am a firm believer in training for the job to be done. Having someone trained to FF 1 & 2 operating a portable pump at a water supply is a waste of resources. We are a rural FD w/o a pressurized water system. In addition to fire suppression we have to be able to move water. This is almost always done in a tender/tanker shuttle. Members operating the vehicles and staffing the fill site definitely require training and FF 1 & 2 does not necessarily qualify them for either task.

Also, historically our biggest single fire threat and the single largest cause of structure fires

in the Township is wild land fire. From both a safety perspective and a productivity perspective I believe that wild land fire training is at least, if not more, important than structural fire training. Fortunately we have been able to partner well with the USFS and MN DNR to gain this training. ... As of right now I would love to send our new hires to the St. Paul facility but again the distance is too great. I fought hard with our city leaders to leave my training line item alone and they did. I feel that as I explained to them what is expected of a line firefighter and how important it is that they have all of the training tools that they need to operate safely on a fire ground and in any hazard. I hope that this survey shows the need to have a live burn training tower/facility on the St. Cloud Driving Range property to compliment this already great space!! ... COST AND AVAILABILITY ... The cost and the travel time to training facilities. ... Have the time to set-up training & \$ either at fixed use facilities or mobile facilities. ... money, motivation, too much in the front end for new recruits, so many skills requiring training, lack of trainers knowing Best Practices, did I mention money. ... Time and Funding ... Money. With enough funds, good training can be made available locally. We can not take a significant number of firefighters out of the city for training. ... Cost!! ... travel to training, distance to receive training ... travel distance/cost/availability ... Costs and having time to do all the training. ... COST AND DISTANCE ... cost-Flint Hills Refinery has a lot of land that they would be willing to host a training facility on. Easy access from Highway 52.... ... Cost to bring training to our fire hall. Distance to training facilities (we are 45 miles from Bemidji). ... Limited facilities in our area. A county wide burn trailer has been an extreme help but no fixed facilities within a practical distance for training. ... Travel ... Money and time ... Distance to training and funding ... Members time, busy ... Cost ... Cost and availability ... Time. We are all volunteer and the requirements being placed upon us are becoming more time consuming. It is getting harder for our firefighters to leave work and family to train. ... Budget constraints using outside sources. When money is tight, we try to provide the necessary training in house. ... We lack the funds to be able to get the necessary buildings and trailers for "live burns" or confined spaces for training. ... Firefighters finding the time to do additional training ... Availability of the appropriate facilities for the types of training we need to do. Examples would include ladder or high level rescue training. We can not conduct live fire training, although required to do for interior fire fighting, unless a vacant structure becomes available in or close to our city. ... Time, Money, and good ways to bring the training to the members ... Costs associated with backfilling personnel when we have to leave the city for training ... GETTING EVERYONE TO PARTICIPATE ... funding, funding, funding. ... volunteer time ... Travel outside the city and cost of training ... inexperienced training officers and lack of commitment to training. ... NFPA firefighter one too long classes for a volunteer with everybody so busy ... MONEY ... Time. It becomes more and more difficult to train volunteer firefighters for what is expected of them. The list of responsibilities continue to grow including increased cost to provide this for our department. example would be the lack of LGA moneys that we depend on!!!!!!! ... Time commitment and cost. ... Budgets, available props ... Budget, time and availability ... Creating realistic environments that puts firefighters in a situation that is similar to the real thing, regardless of the training topic. Available and adequate fire training facilities that are close enough and convenient enough for us to use. ... Ideas, Live Burns ... trying to find the time, because of length of time of classes. you end up stretching them out a ways. ... Travel, costs, time and availability of facilities. ie. houses to burn, vehicles to practice extrication. ... Not enough time to train. Training during shift duty is very difficult due to the number of calls during the day. Minimal funding for off duty (overtime) training. ... Trained trainers ... Cash ... Facilities, Money for outside instructors, Getting volunteers that have time and desire for extensive

training. ... FUNDS ... How many hours can you expect out of a volunteer? Seems like everyone's lives have gotten busier, most will show up for in house training but are not willing to give up a weekend. We train for both Fire and EMS and try to do the best that we can. Our budget does play a role on training. I would like to have all firefighters go thru a DOT approved driving course, but this is not feasible with our funds. Also it seems there is more federal mandates on what classes we need to have (HAZ MAT for FF 1 Cert., NIMS Compliance, etc.). ... Cost is too high for a small department like ours. ... Money and live burn regulations ... For Fire It is Where? Budget: we can only afford so much each year to bring in a school . We do try to send personnel to fire schools as much as possible. Which does not cover the whole department and training together as a department, such as a structure fire, fire ground. ... Money ... Money and availability of resources in our area to train with. ... Training dollars ... Cost of Instruction Quality of Instruction ... Older Fire Firefighters, younger ones are more receptive ... Most of the time the problem is finding time to go to other facilities due to so many community/family commitments and our regular jobs. We have a paramedic on our department who is very good at leading in a variety of training. So, we do regular training/updates on our own and sometimes bring in other emergency response people from around the area. ... not enough experience through the department anymore, alot of people under 7 years of service. ... Time and availability of our firefighters. All training is done while on shift. ... Acquiring vacant structures for training burns and getting clearance from MPCA & DNR to actually burn them! ... Funding and availability ... Time training takes and location along with costs are all a big issue. All of our volunteers are employed full time and have many other commitments so to take a lot of time off for training becomes a burden. With travel time included we many times do not get home until midnight and then get up at 4 or 5 am for work, it is just a lot to ask for many of our volunteers. ... The cost of getting specialized training such as the trailers from Alexandria Tech., State or Regional fire schools. When we do get specialized training we almost always invite or are invited to numerous other departments and share the costs associated with the training. As for any fire schools we can only afford to send a few members at a time. ... Costs and time availability. When they transferred the tech schools to MnSCU, the cost got almost prohibitive. If the state is thinking about fixed firefighter facilities they need to put them under the State Fire Marshal. ... Dollars For Training, Tight budget ... Time and distance. More and More everyone is getting busy. We need to provide training that is top notch and cut down on travel to use that time for training. ... Getting the volunteer firemen to come to training. They think there is getting to be to much required training to be considered volunteer. ... Ability to acquire structures for live burn training, availability of fixed training facilities within close proximity ... Time. With a Paid on Call/Volunteer department there are many other requirements on limited amounts of time. Jobs & families have to come first to ensure we can still staff our department to meet the needs/requirements of our community. ... Lack of proper training space and facility options. ... Cost & time ... \$\$\$... The biggest problem in our department is getting the people interested and to realize the importance of training even for the volunteer firefighters. ... Finding the time to make it to all the classes ... Finances & distances for training. ... **KNOWING WHAT TO TRAIN ALL FIGHTERS ON. AND WHAT IS NEEDED TO COMPLY WITH OSHA AND FINDING TIME TO DO ALL THE TRAINING FOR A VOLUNTEER FIRE DEPARTMENT** ... We have a huge lack of participation in trainings. In the past year our mutual aide partner and us have tried hard to do training together and are getting little attendance at these trainings. We are getting a few to attend and I guess that is better then non but it gets very frustrating to go thru the work to set up these simple trainings and get little support. It makes it hard to keep anyone actively trying to organize and put

together any trainings. ... MONEY, DISTANCE ... costs and limitations to sending personnel off site to training with own apparatus ... Fitting into a schedule all the training that is needed to stay current on our skills. Driving, fire fighting, haz mat, vehicle extrication. Lots of things to learn and stay current on and very limited time. We have ... Money, time ... sometimes cost is a factor. availability of outside training. ... The cost, location, and availability of the trainings. ... Getting the people to actually do the training. ... Costs, Availability, competent instructors, asbestos regs on burns ... Taking the time off to travel to training outside the county. ... lack of funding for training, travel time to a fixed facility ... Getting some members of our department to take part in training. ... Creating drills that are realistic and holds everyone's attention ... Funding, affording the training. Also red tape to go through as described in live burn in structures. ... Man power, We do training in house ... Getting outside instructors that have more training than our own personnel. ... small town , low membership, leadership. ... cost of training ... Time commitment from members ... Money. ... cost/expense for the training, in small communities there is a lack of funds ... financial. ... Time and money ... Limited budgets. ... Time is the biggest barrier for paid-on-call folks. That is why distance is critical. If it takes over an hour to get there and back, that only leaves an hour for training (2 hour drill). Plus, if you send enough people to do a good training, you wipe out the fire protection your city. You can try and coordinate with other departments, but that isn't always easy. Please feel free to contact me as I have been involved with fire training in the state for many many years. ... Time ... Dollars and availability ... About 75% of our Dept. Members are farmers or work for farmers, so other than \$MONEY\$ our biggest barrier is time, In being we only have a window of about 3 Months (Jan-Mar) that works to get a good group together to train, And with that we are limited to what we can do because of mother nature.

It's also hard to send everyone to a fire school because of expense. Lastly we are also working with a City Administration that could not care less. ... Cost is the number 1 factor for us to bring in outside training. We are a small town department with limited resources and alot of those dollars go to keep equipment to current required standards. ... Hours, At times travel limits time of training ... None ... funding to do more training. would love to do more but it is still expensive with all the budget cuts that are coming due to the fact that congress cant balance their check book. ... Equipment / Training Resources ... MONEY ... EMS training competing with fire training hours. OT dollars to train our full-time firefighters off duty ... Overtime pay and Training Costs. To allow someone to train at a fixed facility outside of our response area would require that firefighter to train on a day off. Sending on-duty firefighters would reduce manning and effect safety by trying to perform manpower intensive operations with reduced staffing. Compared to other cities of similar size, [my city] is understaffed at full strength. The only options are to maintain staffing and hire back for training oportunities (Overtime), or bring in training to the firefighters and complete the evolutions between fire and EMS calls while on duty. Both are expensive and limit the opportunities for training due to limited budgets that are constantly under scrutiny for potential cost savings. Most of our training is developed in-house and presented by myself or another Captain. ... fire fighters don't want to attend fire training ... Dollars to pay the Firefighters to go to the classes. ... Distance to training facility ... Money ... funds ... budget restraints and participation ... Time restraints on volunteers and requirements on volunteers. ... Money. ... Time and distance. ... Cost. ... Cost, distance. ... As if is, in all small departments, the cost of everything. Cities don't budget that much money for all the training that could take place. ... Budget and personnel, time constraints. ... Cost and availability. ... Time and money. ... Cost. ... Time commitment, cost of training. ... Budget. ... PCA requirements to an old building to burn for practice. ... Lack of facilities, work schedules of

members, distance to facilities and/or qualified (certified) instructors. ... We only require our members to obtain Fire Fighter 1 certification. We strongly encourage our members to go to a certified state fire school. Most members choose not to. We are such a small community, most of the stuff in this packet does not apply to us. ... Location of our department in reference to training destinations. ... money for the training and the time available for the training while trying to keep members current in all other facets of training ... Budget cuts !!!!!!!!!!!!!!!!!!!!!!!!!!!!!!! ... Cost, location ... Lack of funds. ... Money; time. ... Money!!! ... Money ... Cost. ... Time. ... We don't have enough extra money to go to some of these special classes that get set up. At \$150 to \$250 per person, we can't afford to send people to them. ... Money. ... **HAVING THE TIME TO TRAIN FOR ALL CONDITIONS.KEEPING TRAINING FRESH AND ENGAGING.** ... Training costs & willingness of Firefighters to train more than once a month. ... Distance from Fire Station. We need training as close to station as possible. ... capability to muster everyone together at the same time for practical exercises. ... Budget constraints ... Training all staff in a consistent way, day vs. night shifts. They have to work together in an event it would be nice to all train together. Cost effective training is a big concern. ... Finding training close enough to our response are to allow training on duty and close enough to respond to emergencies if needed ... People giving us a house and wanting us to burn a house for them and all the red tape and permits you have to get. The cost can be over \$500.00 to burn a house. And it is the best training you can get. ... Cost. We do have in house training and use the NFPA Fire Fighter 1 and 2 text books. ... Short of money for training and being rural area short of money all around. Also being vol. department it is hard to train to a higher level when you ask them to take time off from their full time jobs! ... Money ... Money and location. ... Voluntary participation by members. ... Small volunteer dept - 1. Expense to department/community. 2. Time for volunteers to commit to training. ... Participation and cost. ... OSHA regulations - it's too difficult to get permits for a house burn. Takes too much time and money. ... Money, volunteer time. ... Distance ... Dollars and time. ... Budget constraints, time. ... Money, time ... Schedule for volunteers, cost ... Time! Members have busy lives. ... Technical College System training is inconsistent from one instructor to another. In FF1, they do not seem to communicate with each other, not a very consistent program. We have been using a private training instructor with a much better outcome. All our students now pass state certification. Training voucher dollars are not worth using if the training is not good. We believe in private training instructors and being able to choose the agency we work with based on quality of service and not voucher dollars. We should make state training \$ available to private training companies somehow. The MNSCU system is corrupt in the fact they are keeping all the \$ for the good of themselves and not the good of the fire service. Overall we ARE NOT happy with MNSCU! ... Very small department. Lacks leadership and participation could be better. But I feel things are getting better. ... Getting people involved and motivated. ... Trying to get a volunteer department to go somewhere for training. Basically time and money. ... Money and land to do training. ... Cost, value of training, state regulations! ... 1. Budget 2. Local training area 3. Scheduling issues ... Budget. ... Cost - small town, low tax base. ... Cost, location, staff schedule availability. Would be more training if was cost feasible to have trainers/mobile facility come to our location. ... Cost, convenience ... Location and timing ... Limited number of volunteers willing to spend their time on ever increasing hours of training ... Availability, distance, and participation ... We are from a small town, so it's money and getting all of the firemen together. ... Budgets and city willingness to provide necessary money to obtain training levels. Also volunteer creates extreme stress on obtaining full criteria to reach FF2 level. NOT like being paid full time to be able to train x days a week. ... Funding ... The [city] Volunteer Fire Department trains by

ourselves or with neighboring departments at least once a month. We do not have the money to bring in instructors every time. ... Money and time. ... Time ... Participation ... Always short of training dollars. Retention issues means constant need of initial training for new members. Excessive red tape required to use acquired structures. ... Lack of training facilities close to our location. ... Laws required for doing house/barn burns. Doing house burns are very effective training. ... Training facilities for SCBA training, search and rescue, live fire training. ... time ... Communication with [MnSCU instructor]. ... Money and time. ... No permanent facility structure in area. ... Cost, travel time. ... Cost and time requirements. ... Time ... Distance to training facilities. Cost of bringing props to our site. ... The cost associated with training 30 firefighters. We are a small community, and the budget is not the biggest. ... Money. ... Money-\$... Cost, travel time, personal time off from work and family.

Appendix G: Law Enforcement Survey Results

FIRE ARMS TRAINING

No answer responses are excluded.

Which fire arms training facilities does your department regularly use?

Primary range

Features (check all that apply)		
Indoor range	23%	84
Outdoor range	81%	302
Fire arms simulator	12%	44
Totals	*	*
Owner		
Law enforcement agency	40%	148
Public or private gun club	43%	159
Other entity	17%	65
Totals	100%	372

* Note: Multiple answer percentage-count totals not meaningful.

Secondary range

Features (check all that apply)		
Indoor range	34%	55
Outdoor range	65%	105
Fire arms simulator	14%	22
Totals	*	*
Owner		
Law enforcement agency	40%	64
Public or private gun club	38%	61
Other entity	22%	36
Totals	100%	161

* Note: Multiple answer percentage-count totals not meaningful.

How well do these facilities support the following types of training:

All departments (indoor and outdoor range users)

	Frequencies:					
	Excellent	Good	Fair	Poor	Not at all	Totals
Firearms Training						
Fixed-target training	183 49%	139 38%	40 11%	7 2%	1 0%	370 100%
Moving-target training	53 14%	64 17%	65 18%	62 17%	122 33%	366 100%
Low-light training	148 40%	147 40%	51 14%	16 4%	6 2%	368 100%
Inclement-weather training	151 41%	136 37%	55 15%	17 5%	9 2%	368 100%
Scenario-based training	62 17%	107 29%	112 30%	52 14%	36 10%	369 100%

Primary indoor range users

	Frequencies:					
	Excellent	Good	Fair	Poor	Not at all	Totals
Indoor range users						
Firearms Training						
Fixed-target training	49 58%	32 38%	3 4%	0 0%	0 0%	84 100%
Moving-target training	19 23%	29 35%	17 21%	5 6%	12 15%	82 100%
Low-light training	48 57%	31 37%	3 4%	2 2%	0 0%	84 100%
Inclement-weather training	25 30%	30 37%	17 21%	3 4%	7 9%	82 100%
Scenario-based training	21 25%	31 37%	22 26%	5 6%	5 6%	84 100%

Primary outdoor range users

	Frequencies:					
	Excellent	Good	Fair	Poor	Not at all	Totals
Outdoor range users						
Firearms Training						
Fixed-target training	141 47%	112 37%	39 13%	7 2%	1 0%	300 100%
Moving-target training	36 12%	42 14%	48 16%	59 20%	113 38%	298 100%
Low-light training	107 36%	120 40%	50 17%	15 5%	6 2%	298 100%
Inclement-weather training	131 44%	111 37%	41 14%	15 5%	2 1%	300 100%
Scenario-based training	44 15%	80 27%	95 32%	48 16%	32 11%	299 100%

Please rate these facilities on the following:

All departments (indoor and outdoor range users)

	Frequencies:					
	Excellent	Good	Fair	Poor	Very poor	Totals
Firearm Range Factors						
Available when officers want to use it	135 37%	142 39%	63 17%	20 5%	7 2%	367 100%
Travel time to facility	168 46%	127 35%	53 14%	18 5%	1 0%	367 100%
Safety and environmental controls	120 33%	148 40%	75 20%	18 5%	5 1%	366 100%
How affordable the user fees are (skip if it is your facility)	165 57%	85 29%	35 12%	7 2%	0 0%	292 100%
Able to meet your department's training needs for the next 10 years	85 23%	142 38%	90 24%	37 10%	16 4%	370 100%

Primary indoor range users

	Frequencies:					
	Excellent	Good	Fair	Poor	Very poor	Totals
Indoor range users						
Firearm Range Factors						
Available when officers want to use it	28 34%	36 44%	17 21%	1 1%	0 0%	82 100%
Travel time to facility	38 45%	31 37%	12 14%	3 4%	0 0%	84 100%
Safety and environmental controls	39 48%	34 41%	9 11%	0 0%	0 0%	82 100%
How affordable the user fees are (skip if it is your facility)	25 40%	25 40%	11 17%	2 3%	0 0%	63 100%
Able to meet your department's training needs for the next 10 years	19 23%	42 50%	19 23%	4 5%	0 0%	84 100%

Primary outdoor range users

	Frequencies:					
	Excellent	Good	Fair	Poor	Very poor	Totals
Outdoor range users						
Firearm Range Factors						
Available when officers want to use it	111 37%	110 37%	51 17%	20 7%	7 2%	299 100%
Travel time to facility	135 45%	103 35%	42 14%	16 5%	1 0%	297 100%
Safety and environmental controls	85 29%	121 41%	69 23%	18 6%	5 2%	298 100%
How affordable the user fees are (skip if it is your facility)	148 61%	62 26%	27 11%	5 2%	0 0%	242 100%
Able to meet your department's training needs for the next 10 years	70 23%	108 36%	73 24%	33 11%	16 5%	300 100%

Please explain any “poor,” “very poor,” or “not at all” responses (include the question number from above).

It is just a standard area for shooting at still targets. Not able to do more than that. Very outdated ... 2. There are no moving Target5. We use FATS training for Scenario training ... Not at all means unavailable ... Being an outdoor range with dirt and gravel, the conditions can get very slippery. There is also no environmental control. ... Due to format of the facility, moving target scenarios are very difficult to arrange. Facility has no moving targets unless the department brings their own. ... The range is owned by a membership based club, more for hunting or educational uses, not designed for law enforcement use. ... The above answers are based on the primary location. The secondary is a gravel pit that a citizen allows us to use. There is no electricity or running water. ... Although functional, our new range is developing. ... Just a gravel pit with trees surrounding. ... 10) Range is in an area that is getting surrounded by new residential housing. It is becoming obsolete. ... The uncertainty of this range causes us to continually be on the hunt for other facilities, either by locating another facility within reasonable driving distance or by constructing our own. Unfortunately construction of our own facility is very unlikely. ... They are outdoor ranges with wood frames for stationary targets only. ... Does not have any moving targets. ... (2) The range has no moving targets. (5) It is just a range that is used by sportsman and they close it when we have our trainings. It is just a bare range, hard to do scenario based trainings. ... The [agency] has a limited amount of moving targets at their recently completed outdoor range. We have no other options for moving targets. ... The answers above pertain to the HPD indoor range. ... The Gun range is a part of the city dump. It is open to the public and we have no controls or security at the facility. The public can come and go behind us while we are at the range and someone could come over the hill and get in the line of fire. Low-light is done at night because is it an outside range with no lighting except for headlights. ... 20 miles from our department ... 9.The range fees are \$ 175.00 an hour. For our agency that is a considerable amount of money. I realize that it costs money to run these facilities but for a "square range" and it's inherent limitations it's a lot of money. 10. The problem with these ranges is that they allow usage in only 1 direction as opposed to having ballistic walls to allow more flexibility. As we have seen the challenges that face us continue to grow and the expectations of our officers in use of force situations we must be able to have flexibility to train in more realistic conditions. We, as a profession, spend far to much time worrying about qualifications and qualification scores than we do about what the true test-qualification is, surviving a gunfight and not hurting any innocents. Shooting at paper targets in one direction does not replicate a gun fight. Ranges should be designed to incorporate force on force training scenarios with realistic environments, ie. live fire shoothouse facilities rather than square ranges. ... We need to update our Decision shoot machine. ... (2) Moving targets never work and money is not spent to fix or improve ... Unknown as to how long we will be able to shoot here. It is an old DNR rifle range that a private club took over and leased. ... Neither range offer moving targets. I believe in 10 years Delano, our primary range maybe closed due to the expansion of residential growth. ... #8 since it is in a gravel pit where other workers may be present, there are safety concerns. There is no shelter available to keep shooters out of the elements. #10 The range is extremely primitive and is already unable to meet our needs like an indoor "shoot house" style range. ... Cannot perform scenarios that require interior shooting decisions. ... Grounds only, no training equipment, supplies, etc ... The indoor range is 25

miles away, compared to when we used to have one right in town ... This range has no current ability for moving target type training. ... It's a gravel pit..... Not much can be said ... (2) Has 1 moving cable system only capable of back and forth movement. ... No outdoor availability and no scenario based training area, very small range only 5 alleys ... The outdoor range is in disrepair and should be considered Very Poor for all responses. The indoor range is great but limited to a 4 stall small indoor range. ... #5. Don't have the equipment or facilities available to have actual "scenario" based training.#6. Ranges are only open for scheduled training, not available for practice or remedial training. ... Primary range has no moving targets unless we put them up and have to be taken down immediately upon completion of training.Must have a membership or have a member present with you to use the range. ... #7 Facility is about 20 miles from our agency. ... # 2We do not have any moving targets at either facility ... Poor, the indoor ranges are very expensive. ... No built-in moving target equipment. Ranges are not big enough and have very poor classrooms for future use. ... I feel the range is becoming a potential safety hazard. The range is very small and encroaching suburban sprawl may cause hazards in the future. ... Survey should have been separated for the two facilities as they are completely different and provide different services. ... Difficult to answer questions as we don't have any type of gun range in [name] County, indoor or outdoor. Have to use a county owned gravel pit. Use homemade fixed targets, so diverse training opportunities are limited. Can be difficult in scheduling because of weather, and or because of weather can effect the quality of training, unless the training is specific to the weather, i.e., 'cold weather shoot'. ... Range does not have any moving target equipment or other equipment for scenario based training ... We have to schedule our training events at the beginning of the year and can only have the facility on certain dates. The facility is somewhat inflexible for changes. The facility is run by a board of directors and have become more inflexible as time passes. They do not really make any accommodations for us. As our department grows, it is becoming increasingly more difficult to schedule our firearms training sessions in two days as we have been doing. ... no indoor facility ... 2. There are no moving targets available. ... # 6 30 mile travel distance ... We own it (9) ... 2 does not have any moving targets ... The private clubs allow Law Enforcement to use ranges free of charge upon request. There is no special equipment. You get an open area to shoot and a place to put up your own targets. They supply no other equipment or training aids. Night time shooting in [this city] is limited to how much you want to disturb the surrounding residential areas. ... all #) Budget limitations cause the greatest amount of problems. Firearms training is a liability and its the department tolerance to risk management. The department is trying to and has to certain level broken some of its past practices of same old training or "this is the way we have always done it" to increase acceptance of training and new ideas ... It is an outdoor range and we bring in our own targets so we are unable to have moving targets. The [city] is 10 miles from the range. ... Question #6 : We only have permission to train department wide and a few times a year, the club is not open for individual officer practice.

Question #10: We request permission to use their range prior to each time we use the range facility. We could, at any time, be told that we can no longer use their property. ... [Owning agency] could say no to our requests and we are done. ... #2 "Poor" Only moving targets are home made for a garage door opener, which is hard to set up and cumbersome. ... The Anoka County Range needs to upgrade its capability for long range shooting. Distance needs to increase, as well as being able to shoot at distances other than the fixed distances of 50 and 100 yards for longer range rifle training. ... These ranges are approximately 30 - 45

minutes from the Department ... (2) Both gun ranges are outdoor ranges that consist of stands for fixed targets, pretty much fields ... Does not have moving targets ... The location that we used is just an open gravel pit and doesn't have any of the facilities a developed range has. ... This facility is not functionally adequate in any way. ... Our department uses Arrowhead Regional Law Enforcement Training (Hibbing Community College). We train at different facilities (Moose Lake, Cook County (Grand Marais), Silver Bay, Tower, Camp Ripley, Virginia...). All the facilities are different and to this juncture, have met our needs. ... The gun range we use is at the "Brush Pile" in [another city]. It is very inadequate for Law Enforcement training. That being said, in rural Minnesota the range facility is very similar to the areas we patrol. We do not have moving targets. When we train, we use exercises where we are moving and the targets are fixed. The range is approximately 15 miles from the [our city] which makes travel a bit difficult at times. ... The city is growing around the facility. Need additional distances for rifle training. ... No Moving targets No scenario base training able to be set up ... The indoor range is only 5 lanes and the outdoor [agency] range has recently been unavailable to us due to problems with a neighbor. We are currently in the beginning process of developing our own outdoor range. ... #9 Property is owned by City but private gun club maintains the facility. We use the site free of charge. ... (6) The outdoor range is a private facility and so is unavailable to officers unless involved in a department shoot. The indoor range requires that a firearms instructor be present while an officer practices. ... Outside lot leveled by city workers. Low lighting, outside shed and homemade targets. ... 6. People have to use the compost site next to the range. So we have to close this site. 7. Bare bones training ... [Department] Police Range is an outdoor firing range adjacent to a farmer's driveway. This is an improvised range with a berm that is constructed by pushing up a pile of dirt as a backstop. This is not an approved range. We have to be extremely conscious of safety while the officers are shooting. In the Winter time, the dirt is frozen and the rounds occasionally ricochet. We could utilize Maple Grove or Sherburne County ranges, but the cost has been prohibitive. [Department] Range is free to our department. ... There are no moving target capabilities out at the range. The area has no electrical service running to it so that is the main problem, also it is a open air range. Also although set up as a L.E. range, it is open and free to the public. There are no facilities to practice indoor scenarios other than temporary set ups which tend to be simplistic. We need to enhance our training. ... We do not have the ability to have moving targets on our range. We do move and shoot but the targets are stationary. ... (6) We train at the facility when we are invited to train with [owning agency], usually twice a year, sometimes three times a year. In between the scheduled shoots, going to this range is not an option. ... (9) No fees to Law Enforcement Officers. ... First, I can only speculate what the training needs will be for the next ten years. Second, with the economic crisis that the State and local governments are now in we are now talking about hiring freezes, travel freezes, and only to do mandatory training. On-line training will be the primary form of training for the next two years at a minimum. ... Probably not recommended for moving target based on design of the range. ... (1) turning targets only. (2) limited by conditional use permit and range officer availability ... 7) Travel Time to Facility *Poor It is about 1hr to either place for training. ... Moving Targets are put on a sled and someone has to pull the sled from side to side. ... The two ranges we utilize have their strong and weak points. The Byron Sportsman's Club does not allow for moving targets, low-light, or scenario-based training. We are able to shoot our 223 and 308 rifles at this range, fixed-target training. The sportsman's club is about 15 miles away and is only available by appointment only a few times a year. The [city] Police

Range is a 25 yard range that allows for limited moving-target and scenario-based training. It does allow for fixed-target, low-light, and inclement-weather training. The range is not readily available because of the use of the PD. The sand traps are old and are in need of cleaning. The range will need to be replaced in the next few years. You cannot train with shot gun slugs or rifles on this range. ... It is a gravel pit, what more needs to be said. ... Our firing range is over 30 miles away, travel time places officers out of the community. It is a very small recreation shooting facility not equipped for law enforcement styled training ... The range is just an outdoor range for 25 and 50 yard practices. Rifle range is 100 and 200 yard practices. Questions #2 and #5 ... No moving targets. You may use them, but costly to purchase. Unknown life span of gun range due to development of Delano. ... #2 no moving targets available for use. ... #1- There are no accommodations at the range. If we want fixed targets we bring them. If we want moving targets we develop some type of system for that. This is City owned property and we can not permanently fix anything into the ground. #8- Safety is not much of a concern since we are in a pit. There are no environmental controls since we are outside. ... #5) The range is small and not safe for scenario-based training. ... Responses are based on Primary Range. #3 Use is limited to daylight hours due to location adjacent to homes. ... we have no moving targets ... limited to only spring and fall of each year due to cost ... We use an outdoor range . We have excellent instructors but are very limited on targets and equipment and have no moving targets ... Unknown how long it will be available. ... 2- some ability for movement in small four lane, indoor range. 10- Clearwater range is too far to drive for outdoor exercises. Beltrami County may build an outdoor "public range" that we would have access to. ... #5 There is no indoor area to conduct Senario-based training at either facility. However we do participate in scenario-based training at other locations in the county. ... We do not use these facilities for scenario-based training. We do this training either at a live-fire shoothouse or with Simunition at an independent location. ... 2. No such equipment ... The range does not have moving targets or scenario based equipment ... Is also the city compost site. Have to close the site to do training during the day. ... We do not own the facility so the times that we can use it are at the owners discretion. When we use the Ramsey County range we must drive about 30 minutes each way. The fees are variables that we have no control over and we have no idea if these ranges will continue to be made available to us for 10 more years. ... Facilities are not designed to accommodate scenario based training and it is difficult to set up. ... The facility we use is an old sand pit that is no longer in use. ... Both ranges are outdoor facilities with limited safety features. Neither has the capability to provide moving target training. ... Question #2-Moving target: Targets not easily available or feasible to use at range. ... Question # 2 Does not have ability to have moving targets at location, along with funding issue. ... Our water treatment facility will require expansion within 8-10 years. Our range is directly in the way of this expansion and will require the range be closed. ... The Ebro Outdoor Range is wide open and there are no facilities available in inclement weather. Ebro is also a long distance from our base and is actually out of our own county. ... The gun Range is not far from city limits and the city has been growing at a rapid rate so life expectancy of the range will soon be in question. ... Our indoor range is not conducive to scenario based training involving movement. ... 5) Facility has no area for scenario based training. 6) Public activities occur at current site causing interruptions. 10) Range is a bare facility only consisting of a bullet blocks for containment. ... it is outside ... Moving Targets - The outdoor range does not allow this. The indoor range has limited availability due to safety concerns.

Low Light - The outdoor range does not allow us to shoot after dark. The indoor range allows us to control the lights. Lower response given because of outdoor range limitations. I think in the very near future the indoor range will be closed due to air quality issues. The outdoor range has been under attack by the county board. As part of the conditional use permit they set the hours of operation. ... #2. The targets are stationary. No lateral movement. ... #2 - Outdoor range has no moving targets. Indoor range has limited moving targets #3 - Outdoor range has time restrictions by conditional use permit. Indoor range works for handgun lowlight. #6 - Both ranges are only available when an instructor can be present, limiting officer freedom. #7 - Outdoor range is 45-50 minute drive from [city]. #10 - Outdoor range has too many "negatives" (travel time, limited access, etc.) to believe it can service our department for the next 10 years. The indoor range is only used by our department on a limited basis; it is actually owned by two other departments. ... 2. No moving targets - no equipment to do this.6. Limited night shoot, because of existing neighbors in the area. ... If we do not use through the college, 35 miles away, we use the area gravel pit. ... The range is outdoors. It has six fixed targets placed in front of a berm. Inclement weather and low light training are "good" if it is raining and dark out. ... 4. Not always open in winter. Floods easily.5. Not set up for it.2. Not set up for it. ... Moving targets are inoperable at this time. ... We have no moving target area! ... The range is primarily used by local sportsmen to sight in their rifles and shotguns and is not designed to be use for a handgun range. ... 2. Have no facility for that.10. Small area. ... Hope to have some other facility in ten years. ... We do not have one specific facility that we use. ... There is very little structure around these sites. No electricity. Not able to use it when wanting to practice. ... Believe there should be no fee for peace officers. ... This is a public range. ... Anoka County Range # 3 and # 5: We only use it during daytime hours and there doesn't seem to be appropriate facilities for scenario based training. Their range is becoming more and more in need of repair and updating. Sherburne County's facility is excellent in every aspect. ... no moving targets ... #2 Does not support moving target training, gun club committee is afraid of liability, does not meet SWAT team needs, no shoot house facility. #9 \$1200 per year for three dates, additional dates extra. #10 Year by year basis depends on mood of gun club leadership towards law enforcement. ... No option of moving target training. ... No moving targets at the outdoor range ... It's an outdoor range! It's not set up for law enforcement! ... It does not have those capabilities

DRIVER TRAINING

Where do you officers normally train for emergency vehicle operations?

No answers responses are excluded.

Primary driving range

Type (check all that apply)		
Parking or other surface lot	31%	113
Driving range or track	69%	252
Driving simulator	3%	10
Totals	*	*

* Note: Multiple answer percentage-count totals not meaningful.

Secondary driving range

Type (check all that apply)		
Parking or other surface lot	41%	20
Driving range or track	51%	25
Driving simulator	10%	5
Totals	*	*

* Note: Multiple answer percentage-count totals not meaningful.

How well do these facilities support the following types of training:

	Frequencies:					
	Excellent	Good	Fair	Poor	Not at all	Totals
Vehicle training						
Straight line and cornering maneuvers at various speeds	208 57%	126 35%	24 7%	6 2%	0 0%	364 100%
Controlled steering and braking	215 59%	122 34%	21 6%	5 1%	1 0%	364 100%
Evasive driving and collision avoidance	208 57%	123 34%	24 7%	7 2%	0 0%	362 100%
Serpentine (for timing and steering skills)	209 58%	127 35%	22 6%	5 1%	0 0%	363 100%
Skid control (on wet, icy, or loose surfaces)	182 50%	88 24%	49 14%	20 6%	22 6%	361 100%
Pursuit Intervention Tactics (PIT)	164 50%	69 21%	22 7%	13 4%	57 18%	325 100%

Please rate these facilities on the following:

	Frequencies:					
	Excellent	Good	Fair	Poor	Very poor	Totals
Range factors						
Available when officers want to use it	71 20%	166 46%	82 23%	24 7%	20 6%	363 100%
Travel time to facility	73 20%	130 36%	126 35%	31 9%	4 1%	364 100%
Safety	173 48%	151 41%	30 8%	7 2%	3 1%	364 100%
Able to meet your department's training needs for the next 10 years	130 36%	148 41%	59 16%	17 5%	7 2%	361 100%

Please explain any “poor,” “very poor,” or “not at all” responses (include the question number from above).

Facility is not available to officers except when required training is scheduled. It is about a 1 1/2 hour drive to the facility. ... It takes our officers approximately 1 hour to reach the facility. ... We do not train in PIT. ... The primary, St. Cloud, has a facility specifically designed for EVOC. It is however a minimum 2 hour drive away and has limited dates for training. The secondary, is typically utilizing space at an abandoned airport runway, not specifically designed for this purpose, but works to meet the State mandatory requirements for EVOC training. ... We do not teach PIT ... 16. Our department does not authorize the use or training of the PIT maneuver. 17. Our facility is the Midway area of the Minnesota State Fairgrounds - a busy and frequently-booked facility, unavailable at most times. We must get prior authorization from and sign waivers for the State Fair Board before using the facility. ... St. Cloud is 3.5 hours away. ... Cost of renting facility for 600+ officers, 40 minute travel time one way ... Most Officers have to drive approximately one hour to reach the facility ... It's an airport. Not like the training in St Cloud but very good for what Wadena County can afford. We do the best we can with what they give us. Instructor is good, just not the course. ... St. Cloud is excellent ... They do not teach the PIT. ... 15. Not many options on an airport. 16. We have not done (PIT) and it has not been offered here for each department uses their squad cars for the training. 20. Not sure how long we will be able to use airport for some complaints have come in from pilots about shell casings that must fall off of the vehicles because of firearms training. ... The MN West uses parking lots and or airports its not as good as St. Cloud ... There has been concerns about the facilities abilities to stay open for LE training ... NOT ABLE TO PRACTICE PIT TACTICS AT THIS FACILITY BECAUSE OF U.S. FOREST SERVICE FIXED TANKER BASE ON SITE. ... The facility is on the south end of town and we are on the north end of town. But not a huge deal. ... 16. This department has not taken the PIT class as of this date, so it is unknown the quality level of this class. ... Not a dedicated facility and training dates can be sketchy ... Do not authorize PIT. Need a better facility in the future ... The facility is not set up for skid control or PIT

training. ... (16) No officers are certified in PIT. ... I hire Mpls PD to do my vehicle operation training, we use the driving range they choose and it has worked out well for us ... Travel time is a significant burden as it is approximately 90 minute travel time each way. ... Both facilities are an hour or more from our jurisdiction ... 16. Not available as currently done.17. Again, only available for scheduled training. ... #16 - Done at another facility ... Pit maneuvers are not covered ... Airport can only be used on a very limited basis, lots of resistance from political groups to our use of the airport. There are no built in safety measures at the airport as it was never intended for our use. May not be able to use it in the future. ... Class is done by MN West when once a year at several different site around sw mn ... They don't offer PIT ... We close down the airport for flight traffic when we host this class. We use the race track at the fairgrounds and now it's temporarily set up for motorcross racing. ... We do not PIT. Available for schedule training classes. Scheduling staff is excellent to deal with. ... We have used Northland Technical College for driving courses that had been scheduled in various locations. There are no skid pads available for braking exercises and PIT is not offered. To get these courses, we would need to go to St. Cloud which is a three hour drive. ... Again difficult to rate the facility as it is approximately 140 miles from our jurisdiction. We used to use our an old airport in our county, but the pavement was breaking apart creating safety hazards. It becomes costly when we have to travel 2-3 hours one way for training, overtime, mileage, fuel, etc. ... Not trained in PIT ... Since we use the airport, the training has to be scheduled well in advance, so use is very limited. Much of the course is done on the runways and taxi areas, so the airport has to be closed down. The fairgrounds track is more available, but only suitable for skid control on loose surfaces. Our department does not use the PIT technique. ... #16 We do not train nor allow use of PIT. ... #17 2 hour travel time makes it too far to go other than mandatory POST requirements#18 2 hour travel time makes it too far to go ... We do not train for PIT. ... have to register ahead of time ... The training program just meets POST requirements for the department. ... Question #17 : We are unable to use the facility when ever we want to. ... #18 requires 360 miles round trip, plus lodging and meals. ... The facility is used by many agencies and can be difficult to book training time. Travel time is an issue. ... We must use the parking lot on Sunday's only ... the distance is to far to travel ... #16 Current policy does not allow for PIT. ... We have our training through Southwest, so it is not "site specific" ... It is about 2 hours driving time each way from our office. ... We do not use the PIT technique. Once again, the training is about 15 miles from Fulda. ... 16. It is not offered as part of our EVO ... (15) Surface design not conducive for holding water for skid maneuvers. (17) Airport use subject to fire conditions. City streets can only be used on Sundays. (20) Airport undergoing redesign and city streets getting busier. ... 17. Airport19. Airport ... (17) Our department uses it when it becomes available. It also depends on who puts it on & where.(20) We don't have a facility that we are able to use. ... The State Patrol does the class in conjunction with Minnesota West Community College. We do not have a skid surface and we do not implement PIT. ... (17) As with the previous 'availability' question, the facility is not ours; each officer goes to the training only once every three years, as required.(18) The course is 1.25 hours away from us. ... (17) Need to make appointment and pay a fee in order to use this facilities. ... St Cloud is much more expensive than the services provided by Mn West Comm & Tech College, but MWCTC does not offer PIT. ... Skid control simulations not used. Pursuit Intervention Tactics not used. ... (15) No place to use, too many buildings etc (16) Not contained, too many obstructions, no ability to drive distances (17) Must be arranged and set up once per year (19) buildings and aircraft in our area used

... 16 Pit *Not at all We don't train-hands on- with PIT ... The facility is an airport runway. Therefore, it is not available on days other than the actual training day. ... the pursuit practice is important and we can't do that on this site. ... #15- I have not seen any water/ice placed on this track for that purpose. #16- We have not been taught PIT since. #17/#18- 1 hour away #19- This facility is a tar raceway and has concrete walls. Note: I am the only part time officer for [name] PD. however full time for [name] County and all answers apply to the Sheriff's Office also. ... #17 - Training is only offered a few weeks of the year and officers are scheduled during those weeks. #16 - We do not train in PIT. ... Only available when course is set up ... 19 & 20: There is no driving track/course situated on the Camp Ripley military base. We utilize runway approaches (not the runways), asphalt parking lots, barricaded streets and other areas for our EVOC needs. Consequently, there are several risk areas safety-wise we have to manage. ... Currently the training is done on the Hibbing Airport property. Unknown how long they will allow it. ... 18- St. Cloud is too far to drive for this training 20- We plan to have officers become driving instructors and conduct our own driving classes locally ... I believe the St. Cloud facility is a poorly designed facility. It doesn't represent realistic driving conditions. Using cones to designate where to turn is not only unrealistic, it requires the officer to focus on what is immediately in front of them instead of looking out 10 seconds like they should be. If we had any reasonable alternative - I would not use this facility. I get physically ill every time I go there - and I've been told by lead instructor [name], that many others do too. Could there be a problem with the facility or the course design then??? ... 15. Unable to produce wet, icy or loose surfaces due to airport ... We do not train in PIT ... Again, we do not own the facility so we don't know how long it will be open. We must travel about 1.5 hours each way to use the facility and thus we can not use it when we would want to. ... We do not train in PIT ... Available only by advance appointment and flight schedule interface. ... Our department does not have any PIT policies in place so we do not train for that. ... We train with the St. Paul Police Department and the training site varies. Some of these sites are excellent, while others are makeshift. ... Training is done in one of the college's parking lots which is too small to accommodate all aspects of this training. It can only be scheduled on certain days in the summer when school is not in session. ... The St. Cloud Facility is at least a 4 hour Drive from our agency and is sometimes difficult to get into a class because it is so popular. ... We have opted out of this training due to the nature of our work and existing equipment. ... 15-skid car broke down most of time, not good skid pad 16-Not offered 17-We have no input regarding scheduling ... We utilize both training centers for our EVOC training. We try to alternate between the two facilities. When officers are first hired (and during that licensing renewal period) they attend the Highway Traffic Safety Center. South Central College uses the roadway around the college and its parking lots. They do not have the ability for skid control training. We do not have a policy at this time allowing the use of PIT. The location of the South Central College training limits the officers ability to train on the areas that received lower scores. On the positive side, I think the backing course at South Central College is better than the last time I went through the Highway Traffic Safety Center program. Class size and timing limit our ability to get officers into to certain classes. We have tried to use the State Patrol's driving simulator when it has been in this area, but the demand for this training was very high and we were not able to schedule officers without experience addition over time costs. ... Our Agency does not use PIT ... 16. Our department does not use PIT per policy. ... Training is held at an Airport, and must be scheduled well in advance. ... 17. Used only during training. ... 16. Do not attend this course. ... Not set up to teach PIT. ... 17. Seasonal Spring and

Summer use only. ... St. Cloud from our department is approximately four hours away, so when we schedule a class, we normally go up the night before. ... 16. Training is on a race track not made for PIT.17. Only available when training.20. Unsure of track availability ... Only available by appointment through the college and with airport permission. To far of a distance to travel. ... We do not have a specific site we use for this either. ... These are not driving ranges. ... 16. Not offered at training. ... Minnesota West College provides the class, and it is usually held at area airports. ... We use the Tracy airport during training w/ the State Patrol ... Poor we do not have an area close by to practice defensive driving skills. We always need to travel to other locations to get this training. ... Sixty miles one way. ... Training through Tech Colleges is from year to year upon availability ... Training only available during certain times ... It is a 3 hour drive.

OTHER TRAINING QUESTIONS

How well can the following technology meet your department’s training needs?

	Frequencies:					Totals
	Excellent	Good	Fair	Poor	Very poor	
Simulators						
Fire arms simulator	124 35%	167 47%	50 14%	7 2%	9 3%	357 100%
Driving simulator	82 25%	146 44%	78 23%	14 4%	13 4%	333 100%

In what ways can technology better support training?

Making certain types of training more accessible and affordable. ... Be able to use it as often as you want. ... with technology you would be able to train more than what is being done at this point. The officers can take time from their schedules to do on the job training and it makes it more real. A huge morale booster. ... Cuts costs and most effective training hours per man hour ... Interactive IT Training would be beneficial. ... Limiting costs is very important ... By having mobile technology training that can be brought to local agencies to use. This would allow us to train without having to try to purchase the equipment. Especially technology that only requires occasional training (firearms simulator etc.) ... It is good to be able to have training at the office for convenience and saving travel time. ... the use of simulators (firearms, driving) have been very helpful in some cases ... Make it more dynamic and interesting. Use of video and dvd technology enhances training. Scenario based training is beneficial, we have gone away from static classroom to scenario based training. ... In this day and age, any updated (technology) based training will make training more realistic. ... I think that technology can give us more true to life type training in the scenarios that can be developed in technology. It can never replace the hands on training that we do, only support it. ... We own a simulator. On-line training has also provided us with options. ... If it becomes more convenient and less expensive than the current training routine and can be a realistic and reasonable substitute then it has value. ... In many cases, not all, training can be broken up into technical field training and classroom. Time and cost can be controlled better if students use on-line interactive training for the classroom portion.

... Any training is good training. ... Provide more realistic scenarios ... Decision shooting ... It can cut the cost with online training. ... Allow for changing stories and situations. ... It is usually something that is packaged in a way that it is transportable. Thus making it easier to share with other communities and having a greater cost effectiveness. ... On line training for classroom portions of any training. On line training could be used for completing such training as Driving and Range. This would allow officers to attend the classroom portion of the training at their respective departments while travelling to the various range facilities to complete the practical skills portions. ... NEED MORE TIME AND ACCESS TO FIRE ARMS SIMULATOR AND WE DO NOT HAVE A DRIVING SIMULATOR OR ACCESS TO THIS. ... More realistic training, such as scenario based. That way officer's might take it seriously. ... Simulations are better than OJT (on the job training) ... Improve officer skills in real life situations ... Easier to use, Easier to get guys there. ... Be closer ... Simulators are expensive. If they were more affordable, they would be a better option. ... Shoot don't shoot scenarios ... numerous - technology doesn't exactly duplicate a human's reactions but even firearms simulators are extremely realistic. Technology can assist training in a myriad of ways. For our Department something as simple as a projection machine would be very valuable and assist with in-house training. ... Possibly better access to a driving simulator. ... Providing the latest simulator technology will enhance officers abilities to experience a wide range of situations that are not encountered on-duty frequently. ... We have not had access to a firearms simulator here but I have used them at other agencies and they are great. ... I do not have experience with driving simulators to know if it is a step forward or a stopgap measure. ... Firearms, driving are the two best applications. Any other scenario based interactive simulations such as call response to difficult situations to train decision making abilities ... More on-line training-cuts down on costs and saves on travel time/OT ... cheaper more affordable firearms / use of force simulators. Current FATS and similar are cost prohibitive. ... Using FATS as an example. It can give a chance for officers to practice different types of scenarios and respond to them. ... The evaluation of student responses, simulators that allow us to stress students in a controlled exercise at a reasonable cost Things like modified firearms that allow training such as FX marking rounds scenarios. The protective equipment that allows force on force situations without being as bulky as they were in the past. ... BUILD THESE SIMULATORS AT HIBBING COLLEGE FOR LAW ENFORCEMENT PROGRAM AND TRAIN OUR OFFICER'S THERE AS WELL. ... Allows access from various locations and when it is more convenient for officers, multiple students for a training topic, information can be updated easily, allows agencies/trainers to share information easier. ... We are in the process of acquiring anew firearms simulator. ... Using technology to broadcast good training sessions to several different locations to reduce travel related costs would benefit our training program. ... Technology needs to be an on going portion of the training to supplement realist training programs. Technology can be used to create situations that require different thought processes than can be used in static training. ... Technology can bolster and support realistic training ... A low cost alternative to "real" or "hands on" training ... It would be nice to have other technology for officers to complete on-line on site training. ... Advancements in material that is used in shoot houses that would last longer and be more affordable to an agency to update an indoor range. ... We could use a FATS firearms simulator or something similar ... Technology will help simulate real situations in a controlled setting ... Can help with decision making scenarios. ... It can enhance training and make it more realistic, it can show an officer immediately what the result of their decision and action was ... I believe

class instruction can be delivered to departments via the internet. ... Cutting edge stuff is great the first year it is out ...after that your again falling behind ... Provides more frequent training exposure. ... Mobility to bring it locally or per county ... Allow on-site access at Departments to cut down on travel. Simulator training could allow realistic scenario training that can be repeated as needed to be effective and efficient. ... It can bring required training to us thus saving dollars on travel and associated expenses. ... More simulation training. ... It would keep us up to date on all needed material and new items. ... Technology is serving training pretty good now. The closer you can bring the training experience to the real thing while reducing the likelihood of injury then the better technology has served you. ... IF THE AVAILABILITY OF THE SIMULATOR WAS THERE WE COULD US IT. ... A Firearms simulator would be nice ... If technology is readily available. ... Making the simulators available for training at a reasonable cost ... Be cheaper and more available to rural agencies. ... Simulators are nice, however, as an instructor for the past 16 years, I believe it is all about developing practical day to day skills needed on the street..... ... Simulators can be a good supplement to real action training only. Not as a replacement. Can aid in development and enhancing skills through greater variation and flexibility. It is important to use technology for these purposes, but not as a total replacement for hands on type training. ... Cost effective (Online classes) ... Our department is obtaining many new instruments. Many involving the use of computers and we are in need of ways to train our staff. ... Simulators are great, however the scenarios get old unless you can regularly update them. ... Technology based training has been a cost effective way to support other training other that we have had. Online training and simulators often have a part that assists us with reviewing policy and statutes with some type of training application. (ie, driving simulator included a review on statutes and policy regarding emergency/pursuit driving. The simulator came to our agency and supplemented the EVOC course at St. Cloud that we had the previous year. This was a cost effective technology based training.) ... If the technology is close to [name] County it can eliminate costs associated with travel time to and from training, which can include OT, back fill of shifts, mileage, fuel, room and board, etc. if the technology is not close to [name] County it will not be a cost saving. However looking at the quality of training I believe it provides an opportunity for scenario training improving our skills. ... Reduced costs, wear and tear on vehicles, ammunition costs, etc. ... Technology can also be used to bring training to rural law enforcement agencies. ... We have gone away from firearms simulators because they are not realistic. Instead, we train with simunitions and do scenario based training in all areas that used to be covered by the simulator. ... By providing mobile training throughout the state ... It would limit exposure to facility safety shortcomings. ... Technology obviously enhances the realism and impact of the training. With technology comes a hefty price tag, and to a point is understandable. Keeping things "realistically" affordable for smaller budgeted agencies is very important. ... Technology based training is good for decision making exercises, but are no substitute for the actual skill. A driving simulator is not the same thing as a driving track. A shooting simulator is not the same as a firing range. ... less cost, more realistic ... There are some scenarios and training that is difficult to conduct that technology may supplement or assist. ... Be available to all shifts. ... Simulator, remote trainings, ... The only real technical equipment used by our agency is the FATS. All other training is hands on type. ... Offer more on-line training. Coordinate and communicate where and when training opportunities are available in the state. ... Less expense, less travel time, etc. ... I would like to see more technology based training. ... It is a great supplementary tool that can assist officers with training and education in a controlled

environment. It has the potential to be cost effective - if housed on site, officers can attend on duty without travel time and training duration can be adjusted to staffing and calls for service needs. This reduces scheduling issues with sending officers to outside training and saves on training costs associated with outside training. ... Firearms simulator that is realistic, reasonably priced and versatile would be very helpful. Ability of video recording training sessions in an easy way for evaluation purposes would also be very helpful. ... We recently used a driving simulator supplied to our region from the State Patrol. Two of our officers had to go home sick or not come in for their shift. This is not helpful. Improvements will need to be made to the technology prior to [name] County's use again. I realize this is beyond your control as some officers don't get sick. We appreciate the use, but its limited. ... provide better opportunities for individual officers on the latest crime solving techniques ... more assessable to the rural areas ... Driving simulator makes people sick, Firearms is not interactive enough ... A traveling simulator would make more training available to small, rural departments ... Would be a great asset ... On line classes can fill certain needs and can be useful employee development tools. ... Legal updates and non-motor-sensory training. ... Conservation Officers get accustomed to making fish and game related stops and contacts, technology is a good way to keep CO's on their toes with other law enforcement stops and contacts that are not practiced on a day to day basis, but are also part of a Peace Officers mandates. ... Simulators allow for changing scenarios without any dangers to the officers. ... cut down on training costs. provide a tool that is user friendly and would be readily available for officers to use ... I think Simulators can help support the hands on training. ... The main issue we have is how far we need to travel (traffic) and COST if we have to go to an outside source. ... Simulators are getting better. Allow the simulator to track the officers training on that simulator. ... Technology can bring better simulation and better presentation. This can easily bring better results, participation and support. ... Make affordable simulators that smaller departments can have available. With a majority of departments being small, our budgets do not allow for an expense of this nature. We collaborate with 7 counties, 28 LE agencies, and the Hibbing Community College to provide our training needs. ... The move to digital squad cameras has been somewhat problematic for our agency. We currently have the Motorola MDVR (Mobile Digital Video Recorder) system which is no longer in production. The next generation Motorola DP2 is not yet available for delivery. The shift from VHS to digital has come with the inherent problem of technology changing so quickly and companies jumping in and out of the market. The biggest problem I see in this area is product service and support. Government agencies cannot expend hundreds of thousands of dollars on new systems every 3, 4 or 5 years. ... Have used the State Patrol driving simulator. Does a good job of teaching proper techniques in a safe environment. ... Most instructors now require PowerPoint capability, audio/video capability, and/or SmartBoard capability for presentations. Students also benefit from these media because the information is presented in varying ways and is easier to view. ... I don't have much of a budget for training. I would like to find a way to get the training that we need without traveling to other places. This would reduce the cost of travel time and I would be able to send all of the officers to class instead of the ones who aren't on duty. ... Driving simulator is not available yet in our region. ... Simulator training is less effective than realistic, operational training. Simulators can provide valuable training; however, the simulators can not, should not, take the place of actual hands-on training. ... Training, no matter the type, is always beneficial. A simulator allows a lot of training in a short amount of time. ... limitless! ... We do not have a driving simulator at this time.

Technology changes at such a rapid pace, it is difficult to maintain equipment that is obsolete in two years. I had the opportunity to see Dr. Bill Lewinski's simulation for range training, regarding reaction time and eye focus, it was a very insightful demonstration. ... Technology can be brought to the local Law Enforcement Center, saving travel time. ... Being able to provide the training at our agency rather than having to travel. ... Better quality of training ... Interactive FATS with tools other than firearm (ie. Taser, Asp, Pepper, etc.) ... Nothing can replace annual behind-the-wheel training. The training mandate for pursuit and EVO does not reflect the real needs of the industry -- annual training should be the norm, not once within a 3-yr license period. ... Very good programs are out for instructional aids, including interacting power points. Very good programs out for the tracking of training (LEA-a commercial software program). ... We do have firearms simulator at Hibbing Community College and do use this. We do not have a driving simulator but would use if one offered in Hibbing. ... Would love to try driving sim's ... MORE OF IT, CHEAPER COST, CLOSER TO HERE. ... Technology could allow for on-line classroom training that could be attended at the officer's discretion, then the skills portion could take place after that to limit the amount of time an officer is in actual on-site training. ... Get it in the hands of regional centers. Simulators allow driving without wear/tear, not subject to weather, easily scheduled. ... Cost as budgets are very tight ... Continued training is always a plus but we are a small dept in a rural area who live busy lives beyond work. We are content with getting to the gravel pit or the shooting range when we can to keep fresh with the equipment we have. This is far more important than simulators. Officers do have the option to travel if they want further training with technology. ... The driving sim. would reduce cost to car repair tires etc. Ammo is spendy ... We just purchased a Laser Simulator [county and cities purchased together]. ... closer to home when officers leave for day the dollar amount is high ... Scenario based learning. ... I would think that it would enhance the reality. ... If it was more readily available ... Need indoor ranges. ... Any training is good training. ... Simulators can be used in conjunction to the real thing. There is not substitute but any thing is better than nothing. ... Computer based in-office training. We use Patrol On-Line [web-based training offered though League of MN Cities, Sheriffs' and Police Chiefs Associations) a lot and fits with officers time frame. ... Hands on is always better than simulation especially with driving. Shoot - Don't Shoot scenarios can only be done in simulation. ... By continually making training more realistic and applicable to situations in the real world. ... technology is good but real life training is better ... More on-line and interactive training. ... easier to have training on various topics ... Cost and frequency of training ... I wouldn't necessarily say that simulator technology can 'meet' our department's training needs. Our position is that simulators enhance traditional efforts of training and education. Simulators serve a controlled purpose with pre-selected goals woven within the scenario. ... [Agency] has not used firearms or driving simulators ... These two simulators provide excellent supplemental training, but they do not qualify as a supplement to the required firearms and driving requirements from POST. ... because of our geographical location it is often times difficult to get any trainers to come this far north, much less get high tech training support. ... ITV can be used for some of our training to save driving time. ... It would be beneficial for the State of MN to pursue technology based training for peace officers for all POST mandatory training subjects as an option for departments. ... Providing more "life-like" training for officers. Added stress, etc. ... Not sure. ... I don't believe either of these items is a suitable replacement for a realistic training experience. Technology can certainly be used for alternative types of training. ... Continue to update Fire arms simulators ... I think it enhances

the realism of training ... Simulations can reduce some costs ... Increased use in Simulators and such ... Technology could make easier access to the training; i.e. P.O.S.T. approve driving simulator ... State wide presentations on the classroom training for PIT and defensive driving. Technology could provide on-line videos. ... I would like to see simulators for both shooting and driving made available in our area. This type of training in a safe way to check out the thought process of an officer. If the thought process needs to be altered we can then adjust our other training to meet the needs. ... Must be as realistic as possible and at a reasonable cost. ... We receive great training. ... Simulators are usually safer and more cost effective. They are also mobile. Technology also allows for greater flexibility in design. ... More training can be offered at a reduced cost because of the ease of on-line or interactive training that can be done from a police department without travel to and from other locations. ... Technology would benefit our current training efforts by allowing more realistic training scenarios creating more acute officer sensory response and reaction. ... Technology would make training easier to attend and maybe move at a faster pace. ... Technology is not a substitute for hands-on training; however, it can add or bolster current training. ... More opportunities for different types of training. Plus, it may/could fit into our scheduling better with more opportunities. ... With the scenario based simulators with the technology that we have we can have a more realistic type training. ... The firearms simulator will assist in perfecting our mechanics and muscle memory skills. ... More technology would most likely increase the frequency of training and possibly help with our training budget. ... Will assist us with paying less overtime to officers if we can do it at our own dept ... more remote simulators such as the driving simulator which has limited access due to its demand ... provides flexibility with scheduling the training ... Our job is ever changing and new technology can make us better prepared for new products or changes in the Law Enforcement realm. ... N/A ... we use simulators in addition to regular training to assist in exposing our officers to a wide variety of situations. They add in regular training but can not replace it. ... Make online training available in areas that would support online presentations and test outs. ... I believe that firearms simulators and driving simulators are a good piece to the overall training of officers, but I think real life scenario based training with firearms and vehicles must also be used in the overall training program. ... Having regionalized trainings with online access to meet required standards. Allows budget constricted agencies an alternative. ... With the current state of training technologies I think they provide the ability to 'tailor' the training to that specific officers training needs - if they need to receive more training in one area vs. another officer. I think they can reduce some costs - ammunition, fuel, transportation to and from the training site - but they can not replace the real thing. I think there is research that supports the use of these types of training programs. ... Fire arms Simulator could give agents a number of Investigative scenarios that could enhance their critical decision making skills. ... Any way technology can help is a benefit. ... Save on ammunition expense. ... More realistic training. ... The latest technology would be a significant asset to training. Training would then be more focused and would bring more significant requests for additional training. ... Safety, basic realism and all-weather availability. May be more cost effective as well. ... Expenses low ... Technology would allow us to provide some training scenarios that we can't duplicate some other way, i.e. - live fire or behind the wheel. ... na ... Provides many different scenarios to learn from. Additional tool to train new officers or improve areas where they are lacking in experience. ... Simulators would make practicing easier with less costs for ammunition, wear and tear on weapons. Make it much easier to practice driving skills. ... More in house training more

often. ... Be available to all at a low cost. ... We could use a better understanding of DNR laws, ATV, snowmobiles, OHM, etc. Also GPS and also computer crimes and scams. ... In-line credit available. Satellite classes to help deter costs. ... Simulators teach awareness but lack in practicality. ... Simulators are a good supplement to other related training. ... Can spend more time and easy access. ... The simulators help, but being behind the wheel is better. ... Just keep up with the new technology available to officers similar to our active troops. ... Cost ... NA ... My department gets its training through the Martin County Sheriff's Office and Fairmont PD. ... Technology is nice because it offers training situations and scenarios to small departments that can't normally afford a big range or driving course. ... Give us more training if we had a simulator even though the training we have is excellent! ... By coming to our location. Time is a factor. Small department, do not have resources to cover. ... [Reason for very poor ratings] Don't see it in rural area. ... Online training for unfunded mandated training. ... Besides mandatory training, most training is done on officers' own time. More training aids are greatly needed at a low cost to small departments. ... State based, web/internet, use of force classroom, law updates, etc, POST re-instate training records. ... It can make things more realistic. It is safer to use and train on. ... Diverse scenarios for decision making. ... We have nothing now. ... It's OK for now. ... I wouldn't know until I try some new things. I know it worked well in the military. ... We do not have much in our area. ... Simulators such as those listed above. I believe a driving simulator can provide those types of scenarios that a driving track cannot provide. (weather conditions, changing visibility, roadways conditions etc.) ... Easier access, people can do training while working... ie. computer training. Less overtime. ... More advance classes in our area ... Help with decision making skills ... Firearms simulator would provide realistic interactive scenario based training. ... keep it affordable. ... Become more available ... Would make training more accessible with higher frequency plus providing realistic and lifelike scenarios. ... Online training is great for some areas, ... **TECHNOLOGY -SIMULATORS ARE GREAT FOR INTRODUCING SCENARIO BASED TRAINING BUT IT (TRAINING) HAS TO MEET REALITY AS WELL. A MIX OF SIMULATION AND ACTUAL SHOOTING & DRIVING HAS TO TAKE PLACE.** ... Enhancing skills and awareness with less cost and more availability. ... F.A.T.S.! ... The more scenarios that can be used, the better an officer can relate to stressful situations in the field. ... Put us in modern world and times. ... Less travel and the incurred costs with that. ... It could give us more

What are the limitations to technology for training purposes?

Budget considerations for initial purchase, set-up and training. Possible limitations of not having "hands-on" practice. ... It is not always available. So you take it when you can get it. ... space ... It is not real life ... Driving simulator is not the same as driving a car. ... Costs of equipment, changes in procedures after purchasing the equipment, costs of maintaining the equipment ... I believe live training is more realistic. Being at a range and feeling the weather and the firearm or being in a car and feeling how it handles is much better. ... It's not always hands on training, sometimes just looking at computer screens ... cost-it costs money for the programs, the computers and projectors. Scenario based training is very expensive and time requiring. ... I don't think there is any limitation on technology for training. Officers need to use whatever means available to better equip themselves for the ever changing environment that we deal with. ... As I know technology today, the actual feel and conditions can not be duplicated in technology based training. ... Realistic firearms and other force options. Interactive scenarios. ... The physics involved in driving are an important part

of training for pursuit and emergency vehicle operations. I don't know of a simulator - outside of a NASA-like facility - that can do such a thing in a realistic fashion. ... Technology doesn't always work and there is an over emphasis on technology replacing people! Also, many CLEO's do not fully support new technology for training (i.e., on-line PATROL Training). ... Budget ... Cost, not seen as a priority by administration ... Some training simply requires hands on... ... Technology can not replace real time training scenarios. It is important to provide the officers training with simunitions and other hands on training. ... Cost ... You can never get the same as "real life" events or training. ... Interactive discussion, hands on demonstration during lectures, question and answer periods. ... NOT THE REAL THING. ... Money it's always about the money. ... Expense ... Cost ... It still does not prepare you for the actual experience. ... Firearms Simulator - movement by user ... Simulators do not replace the real thing. For remedial training, or additional training beyond what is necessary, they are great. But neither a firearms simulation or driving simulation system will ever eliminate the need for real ranges. ... real/actual training is best ... The only limitations are the fact that actual human reaction cannot be incorporated. ... Unknown ... Technology is a great supplement to training but officers must continue repetition of perishable skills such as firearms, use of force and driving. ... The Driving simulators are good for basic but not very real world. ... The firearms simulator is an excellent tool but I am not sure if a driving simulator is realistic enough to match hands on time behind the wheel of a squad. Cost is the biggest limiting factor with new technologies, especially in tight fiscal times. ... Costs to individual agencies prohibit purchasing, shared resources are the best. ... Hard to develop real life training when it is video based ... They need to be instructor driven. It is too easy to throw an officer in front of a computer, and have them "run through" some training, but not get anything out of it. ... Simulated is never the same as real life. ... Budget constraints Pursuit driving simulation would count towards satisfying mandate for P.O.S.T. as simulators can be brought to our location. ... As good as CG (computer generated) scenarios are in simulators the "judgment" the computer makes on the action taken by the student really needs a trained human instructor to debrief and generate discussion with students. Technology can greatly assist instructors but can't replace them. Cost for some types of training technology is prohibitive for many agencies. ... FUNDING AND DISTANCE TO TRAINING. ... Law enforcement still needs hands-on training in area like firearms and defensive tactics/use of force. Some equipment is not designed or compatible for training in the field. ... ? ... Most technology based training simulators are too expensive for an agency of our size to purchase and maintain. ... Travel Time ... Technology can never be used in place of repetitive real life skill development followed by practical application of skill sets. ... Having the technology to do the training. ... Technology can give "some" training, but there will always be a need for hands on live fire and driving. ... Supplemental to hands on, realistic, force on force training ... Often can't use your equipment that you use on a daily basis. ... Limitations are the availability of The driving simulator and the firearms simulator ... It is just one aspect of the training, you still need the hands on effect. ... Simulated scenarios are a good training tool, but realistic live-fire will always be better. In my opinion anyway. ... The limitation is not technology...it's expense. This stuff costs alot of money. Cities don't have the money right now. ... Currently we have very little ... Not the real thing ... No real world training. ... In the driving simulator, the physical forces on your body is not matched by just visual stimulus. Shooting simulators also lack the physical (you generally stand in one spot and watch the screen). ... Officers can become too secure in their abilities, technology based simulators are still not true to life scenarios ... I support

simulation training, but still believe that hands on training is best for most law enforcement training. ... The cost and the actual experience of live training. ... Expense. ... We share a driving simulator with the fire department. The equipment cost \$250,000. The officers did not find the driving simulator training very useful. ... Cost and qualified personnel to instruct and operate technology. ... Hands on training will always be a necessary part of law enforcement and we should be careful so cheaper cost effective technology does not replace the real thing. ... No actual human responses possible. ... Money ... It doesn't replace an actual experience. For example... when shooting a gun, technology cannot always simulate a "jam" or a hot cartridge ejected from the chamber landing inside your shirt causing distraction, etc. ... AVAILABILITY ... I do not believe a driving simulator gives the appropriate response to actual use. ... For this department "Cost" !!! ... I don't believe there are limitations except for possibly cost ... We would like to have the real world space and facilities for training, a driving simulator is nice but a real track to do our required driving would be nicer! ... Officers need scenario based skills training where technology may not apply. ... Please see box above. ... There will always be a need to do hands on training where the officer is actually doing the task in a training situation. ... Funding ... How will you get these simulators around? We live in NW Minnesota. 5 hour drive one way to the cities. Unless you bring these simulators to us. We most likely won't be using them. ... Simulators have not been as popular or well received with our officers as hands on training with simunitions or air soft weapons. The latter are more conducive to reality based training. The driving simulator was not a replacement for the actual EVOC course at St. Cloud. The general belief is that there is still no substitute for the real thing. (ie driving an actual squad car on the EVOC course instead of the simulator, although the simulator can give you a wide selection of scenario possibilities as well such as pedestrian and other vehicle variables.) ... Costs, unless there are grants available it would be probably impossible for us to afford the technology available for purchase. ... Technology is limited by budgets ... the technology not simulating the real experience ... Cost... ... Money ... None ... Needs to be realistic. ... Availability and cost. Special training needed for the level of operation of technical equipment and gear. Instructor level employees of technologically advanced equipment. ... They simulate the real skill, they are not a substitute for the skill itself. ... cost ... Actual hands on or real life actors/scenarios is always the best ... Does not provide for a question and answer session. ... Need to have it available before you can train with it. ... hands on real life most times the best ... N/A ... Cost. ... Some training has be "hands on". ... How real is it?, expense? ... Technology is a great tool for educating and enhancing actual hands on experience. However, it is limited by its own technology. Simulation training is what it is, simulation! This does not mean it is not a valued asset, we just need to understand its limitations and how that effects how we train officers. ... Driving simulators do not seem to be as effective as real world driving facilities. Firearms simulators have become much better, but need to continue to improve (3D, ability to use multiple force options, cost). ... we are located in far northwestern MN ... Location /cost ... Equipment problems ... simulators, although good training, will not replace the need to still be behind the wheel of a moving squad or firing your duty weapons ... Expense and availability ... Never quite like being behind the wheel or the weapon ... There are certain tasks that require physical repetition and experience to master, ie defensive tactics, use of force, firearms and driving. Decision making can be taught by simulator but the actual physical skills cannot. ... Poor substitute for the real thing. ... A limiting factor for our department specific is the ability to structure scenarios and training to fish/game related incidents. Our small organization is dependant

on other departments' training protocols and experiences. All training is good, but technology that could be integrated into our specific training needs would be better. I have no complaints about the training we receive, it is generic law enforcement training that we need to practice religiously. ... Cost of the simulators for our City. ... purchase cost ... Not as real as possible incidents on the street ... Cost ... As of right now, the FATS system does not remember which officers have seen which scenarios. I wish it could do that. We have to log manually. ... Money ... Because of capital costs, we have to share the technology. ... Room, time, and money available ... Cost, new technologies are wonderful advances in training, but can be cost prohibitive to smaller and mid-sized agencies. Pairing and sharing may be one option available for overcoming this hurdle. ... Driving simulator does not give you the "road feel" that you get when you are driving a car ... Cost is often the biggest inhibitor for obtaining new technologies or using current technology to it's fullest potential. One example is the cost of providing officers with TASER cartridges for practice purposes on a training range. Another example is the cost of updating firearms simulators with the newest software and accessories. ... space and a place where we can put a simulator. We need to yell for training purposes. ... I don't think simulator is available to law enforcement yet? Also the cost for PIT training is expensive for a small department like ours. ... Less realism for the operator. Limitations on equipment, such as realistic feel in shooting or driving conditions. ... Reality ... COST ... Some amount of real "hands on" training still needs to be accomplished. ... Travel and lodging with associated cost of training ... The driving simulator may identify a concern or issue a driver has but the hands on, scenario based training is most effective. ... No the real thing. ... Still need hands on. ... Existing simulation technology augments behind-the-wheel training -- it will not replace it. ... Unknown ... No driving sim's ... NONE ... Not real-life for driving. May tend to make complacent if over-used. ... Limitations would be the "real life" experience, but there is no way to simulate that until it actually happens. Technology can bring you as close to that as possible. ... Funds, Time, Distance. ... weather ... unaware of any ... Hard to recreate an actual environment. ... Weather, Timing. ... Don't use them much due to location of department ... All comes down to not having the money to purchase proper equipment ... No limitations. We need more training, no matter what it is. ... Simulation is just that, I believe that you still need to have as close to the real thing as possible. This is from firearms to driving to taser to hands on use of force. ... Where hands on is available, reality is always preferred. ... Cost is always an issue as well as the technologies changing at an ever increasing pace. What was state of the art 5 years ago may be obsolete today. The public expects us to have to most up to date training methods but is unwilling to foot the expense. In the case of simulators, we can become too dependent on them. ... same as above ... Pretend vs. actual experience ... Not always able to re-create live environments. ... not always as realistic as could be ... simulators can aid in training but can not replace the hands on (real life) scenario based training ... Because simulators are an electronic, computer driven instrument, our experience suggests they are prone to failure and thus at times, often unreliable. Maintenance may be high. Program changes require a considerable amount of time. Full time staffing is required. Costly. ... Technology is like a video game and as real as it feels, it doesn't meet "live" training experiences. ... just getting them to bring such tech. to the canadian border. ... Officers have to be at training such as firearms, use of force training, pursuit driving etc. ... Its great to use simulators but this training is in addition to meeting required POST standards of physically driving on a driving course and firing rounds on a live range. Simulators should be easy to access and adapt to specific agency needs. ... Access by our department.

Cost for equipment. Lack of resources. ... I am amazed at the technological advancements in training aids that continue to come forth. However the problem is usually cost, making traditional forms of training more cost effective. Some of the newer training aids are aids and not replacements for traditional training. ... Online and other training, which uses technology as its base, has a function and can be helpful. On the other hand, there is no replacement for a knowledgeable instructor. Too many courses are put into online segments - and are less than fully effective. ... Cost, small agencies such as ours, require finding training that is affordable or willing to come to our location to cut costs. ... Funding ... Initial costs ... Costs ... They need to be available and P.O.S.T. approved ... No feedback for on-line training. Technology like shooting at a FATS machine or something comparable is very expensive and not affordable for an agency our size. ... Simulators are limited in that they normally don't have the feel of a gun going off in your hand or of sliding when braking or cornering. Sometimes it is good to have these things happen so you can get used to them as they will feel in when the real situation takes place. ... Most often in a climate controlled environment in familiar surroundings which may put the officer's level of comfort and stress much lower than hands on real life scenario based training. ... No substitute for the real thing. ... Simulators only go so far. Simulators haven't achieved "real-life" situations. Until they do you will still need to get outside and use scenarios. ... Not relying solely on scenario based on-line training. Facilitating scenario based training in a training room with 'live' people is better training. ... Money, portability, repetition, and convenience in setup and access. ... The real deal vs. a video game. ... You likely would still have to travel to get the training vs. it coming to you. ... It just is not the real thing. Driving simulator for example is certainly different then being behind the actual wheel of a move car. ... Reality of the scenarios is lacking but is better than it used to be with the addition of scenario controls. ... The training may perceived as less real. Technology may increase predictability of training. Some of our training is done using real people, which lessens the predictability of a scenario. ... Lack of networking ... For our agency funding will continue to be the problem for the next 2 - 3 years ... simulators do not provide the physical aspect crucial to firearms and driving training ... Cost ... N/A ... Technology can not replace hands on training ... Not being able to use the actual real life tools of our trade in scenario based training. ... Hands on aspect is crucial component with certain trainings in conjunction with online courses. Good example is the roaming DVS Simulator. ... The acquisition of this training is cost prohibitive for smaller agencies. I also think that this training does not totally replace the actual act of completing the task whether it is shooting or driving. ... It has limited dynamics compared to scenario based training. ... Limitless.....get some for us. Of course free of charge. ... Funding ... The officers may not take the simulation seriously because there would be no personal risk involved. ... As with all technology, it can't always provide the actual "feel" of a live scenario. ... na ... Does not provide the real thing. ... Start up costs. ... Need hands on in different weather conditions. ... Cost. ... No reality in our current environment. ... Loss of feel of vehicle in response to your actions. ... Environmental conditions are hard to simulate and the technology devices are usually in a very controlled environment. ... Not experiencing real life. ... I don't feel there should be although cost may be a big factor. ... Cost ... NA ... Ability to find and use them. ... Limitations include lack of availability or classes on firearms sim or driving sim don't come to our area. ... You don't have the real hands on experience. ... Costs, # of items used for that training. ... LIMITED TRAINING BUDGET! ... Does not meet the state mandatory requirements to maintain officers license. ... None for the most part. No funding available to buy or train instructors. ... No face to face Q and A. No

networking. Firearms and driving simulators-no real time feedback. ... It is not "real life." I feel that is the best way to train officers. ... \$Money\$-Availability-Realism ... Stress not as high as actual situation. ... \$, location. ... There probably isn't any in today's technical age. ... No one has money here to purchase this equipment. ... Cost. ... none ... Can not take place of in-vehicle or range time. ... Not sure if driving simulator would benefit our needs over actual drivers training in St. Cloud. ... Our location and budget issues. ... Price ... NA ... but hands-on training is always better. ... IT'S NOT REAL. MONEY. ... Costs ... Gut feelings or common sense! ... None. ... Money. ... Costs, the "real" ness. ... Reality based training I believe is better than training from computer because the officers get more physical activity during training

What are your department's most pressing training facility needs?

We're doing well at meeting our current needs. ... Use of Force - Physical ... Time and space. ... do not have one beside's outside shoot range. Need more money or location for training ... Adequate space to provide necessary training and budget constraints ... none at the present time ... I believe a regional firearms training facility with all of the aforementioned opportunities would be a great asset ... The range would be the most important thing that we would like to see upgraded. ... We get by fairly well with what we currently have and do not anticipate driving an extra hour to use the new facility in Rochester when it is built other than for some very specialized training. ... Indoor firearms training facility ... We need more space for training for things like self defense. Other that we are good. ... We do not have a facility for training so we depend on mostly going out of county. I am satisfied with our training that we attend its just that it leaves us short on the schedule.....Which is probably the case for most smaller, rural departments..... ... range and mat room areas. Scenario based training. The time to train and funds. in this time of economic crisis, training is the 1st to be cut. ... We want a county (department) owned firearms range. One that can be accessed at anytime by any member (licensed officer) from this department. Currently, if an officer wants to practice at the range, they need to be guided by a firearms instructor/ NRA range member. It's hard for law enforcement officers to better their skills if they can't practice as often as they want. ... I don't think that we have facility needs as much as the need for more quality training on a more local level to cut down on costs. ... We absolutely need a long-term solution to our driving facility needs. We would benefit from a metropolitan area pursuit and emergency vehicle operations / PIT training facility. ... Firearms. ... We are a small dept with limited budget. Therefore we have limited resources for training. ... up keep of old facilities ... Firearms ... Cost effective and affordable. ... Adequate Space ... Firearms range and the use of someplace for realistic scenario type training. ... Firearms range facilities particularly to make more advanced training more accessible. We have the know how and the trainers but inadequate facilities available. ... MORE LOCALIZED TRAINING. COST TO GO TWIN CITIES IS EXPENSIVE. DRIVING AND HOTELS. ... At the present time an indoor range facility is not available to us. ... Upgrade technology ... Firearms range and closer driving range ... Driving ... Classroom and Use of Force/DT (mat room) space.Our range is small (5 lanes). Also limited distance for rifle. ... Pursuit Driving ... Computers & projection machine ... An easily accessible and affordable outdoor firearms range. Specifically, one that can accommodate rifles and allow a vehicle to drive into. ... Driving Course ... If the Scott County Regional Training Facility has all phases completed, we will be in great shape for facility capabilities. ... Firearms and situation based hands-on training ... With our joint training facility we are

well situated for the immediate future. ... Biggest concerns are training rooms that allow for adequate class room space and AV equipment, space for defensive tactics drills (mat room) and things like Simunition, Redman suits etc. equipment that allows departments to conduct reality based training. ... Firearms, use of force and driving simulators. ... Area for defensive tactics and for advanced SWAT training ... shooting range. ... ? ... Scenario based training using firearms. Building searches/active shooter. Distance to training is always a challenge. ... Still New to the area and will be more suited to answer this next year. ... Closer locations and more affordable Pursuit Driving Range. We spend alot time getting people to location. We have also sent persons to Mankato -South Central Technical College and St Cloud - Highway Safety Center. Budget and staffing problem while in/at training. ... A facility that can integrate scenario training at a reasonable cost within the 494/694 loop that is available, there is a lot of competition for times between agencies. Flexibility in hours would help. Half our departments work at night, how about having over night availability? ...

DISTANCE FROM TRAINING FACILITIES. ... Upgrade FATS system, training room separate from class room area. ... Need a new firearms simulator. ... None Hibbing Community College does a good job providing this training to our officers ... Having a facility or training program for dispatchers would help in the hiring of competent people to staff these important positions. ... Use of Force ... Space in a timely manner; ranges, shoot houses, scenario settings, sim rooms. ... regional training within 30 minutes. ... With the regional Training center, this department sees all of its training facility needs meet for many years to come. ... Outdoor range and dedicated pursuit/PIT facility ... Indoor range. We don't shoot all winter. ... Tactical school response ... A range that is closer and is more accessible. ... Indoor shooting range. ... FATS system or similar. ... Location to practice in a controlled setting ... Budget constraints ... Emergency Driving course. ... Firing range ... Indoor shooting range. ... Use of force training areas ... N/A ... State of art outdoor range, Driving course that equals the quality of St. Clouds that is close to the cities and scheduling is more flexible. ... A location for simunition use. ... More universal training with greater coordination by a state agency would be helpful for the industry. ... We are currently trying to develop an outdoor firearms range for police department use only. ... Availability and access ... Firearms, emergency driving, use of force, realistic scenario-based training. ... Firearms range ... Simulation ... Affording the basic training equipment. ... We have a very good training facility right now. Time (both training and traveling to a training site) is always the biggest factor. ... **ONLY THING THAT I CAN COME UP WITH IS THE SIMULATOR FOR SHOTS SITUATIONS AND THE MOVING TARGETS AT THE FIRING RANGE.** ... **A CONFERENCE ROOM.** ... Having a facility to train in! It's difficult, if not impossible to effectively provide proper training without the latest technology made readily available and a facility to train in! ... I think our facilities are adequate and certainly readily available ... Some place near [city] to do pursuit driving and a 300 meter range for firearms training near [city]. ... Keeping up with mandated training ... Outdoor range....we use a sand pit a mile from the city for all our classes both in house and when we instruct for other outside/outstate agencies. We have used the property since 1993 at no charge, however, I believe in time the property will eventually be sold or we will be asked to leave. A outdoor range is a very important piece to our 27 acre training facility/shoothouse. ... Firearms training facility ... The need for a centralized NW metro facility that is available for multiple purpose training needs by many users. Maple Grove/Hennepin Sheriff facility is tied up 80% of the time. South Metro facility is tied up. Resources available to jump start such a facility do not exists. ... We do not have adequate

class rooms. ... It would be nice to have a more modern firearms training facility. ... Scott County Regional Training Facility is new and up to date. With the planned additions, including driving simulator, it will meet our training needs for the long range. ... Controlled environment for patrol tactics and patrol skills refresher for new or veteran officers. The utilization of audio/video for documentation for review and critique of routine patrol responses to a variety of calls that our officers handle, but not on a regular basis. This would support quality scenario based training for new officers to review their tactics and call response during an FTO (field training officer) phase and help veteran officers continue to keep their patrol skills sharp. ... Proximity to [name] County to minimize costs associated with attending training. Locally, a nice firing range and a driving range. ... 1.) Firearms training facility2.) A more centralized driving facility. We no longer be conducting our EVOC training locally and will be sending our entire department to the St. Cloud facility. ... centrally located multiple use firearm range with indoor capability ... In smaller, rural departments, budget for training is a big factor. I look for as much free training that I can find and send my officers to. We utilize the Regional Training Center in Sioux City Iowa as much as possible and are trying to utilize the Des Moines, facility more although that presents a long travel problem. Most of the classes that we can get at these facilities for free, have a high registration fee if we take the same class some where else. For example, the Reid Interview classes, can cost approx. \$595.00 for each officer, at these facilities they are free, plus they pay for your motel and meals. This is a big plus for us small departments to be able to send our officers to these facilities and get QUALITY TRAINING for FREE... Otherwise we spend our entire training budget on just a couple of classes. Maybe, MINNESOTA should look into this Federal Funding and get a Training Facility like those. ... A better facility for the defensive tactics training. ... We are a small agency without a training facility, we utilize training facilities to achieve our training needs. ... A range that is closer to our city so officers can shoot on duty. ... Updated moving targets or a shoot house for more realistic training ... A large classroom facility that belongs to the sheriff's office so we don't run into scheduling conflicts with other departments throughout [name] County. It can be difficult to schedule training due to available classrooms. Also upgrades to our firearms range building. ... Shooting range upgrades and a more available, affordable EVOC track. ... computer training regarding crimes with computers ... we struggle with scenario based training.....a FATS type machine would be helpful. ... We need an accessible and cost effective in and outdoor range and a driving school with a simulator. ... funding, new and fresh ways to engage employees, current trends ... Firearms qualification twice a year. Cost to attend minimum mandatory trainings each year. Travel time to those training sites. I would like to see a facility at ARFF (Aircraft Rescue and Firefighting Center at Lake Superior College) however, as long as ARLET (Arrowhead Region LE training association) is providing the majority of the smaller agencies trainings for a reasonable fee, I don't know that a new facility will be feasible. This agency trains its [number of] officers through our primary employers, [two other police departments]. ... Cost. ... Just room for basic training and classes. Having space available when doing training that we have to have. ... Use of Force ... To find/locate a permanent range facility or property that is not overly expensive. ... In house Firearms simulation training and defensive tactics practical training area. ... Indoor range. ... Firearms range with increased capabilities. Ability to utilize more scenario based training. ... A driving course that is more accessible, with little travel. Also some new video for our classroom portion of the training would be helpful. ... a regional training center would benefit this part of the state ... Driving ... Hogan's alley and moving

targets ... being a very small department (two officers), cost is always the biggest factor, second would be availability, and then training that would be relevant to a small department's needs and abilities ... Local or near by facility for all training needs ... We make do with the situation. No real pressing issues for us ... Ideally, a regional facility located within a reasonable driving distance that provides scheduled classes and can accommodate small departments that don't have the ability to have a full cadre of well trained instructors. Having the facility is nice but it should also be operated in a way that provides training opportunities in an efficient and cost effective way for the smaller agencies. ... We need a police station with a training room and firearms range. ... We are riding the shoulders of other law enforcement training facilities; minus having our own training facility, our needs are being met, albeit always on someone else's time table. ... We don't have any. ... firearms simulator ... Facilitator to do nothing but arranging training, internal/external ... A large room for Defensive Tactics but having it on site! ... We need adequate fragment protection at the top of the berm of the pistol range. We need money to support repairs and make the facility meet our needs, i.e: classroom, storage, lighting. ... None are pressing. ... combat shooting facilities that represent the reality of what we would be facing in a house, business, school, etc. ... An outdoor shooting range, which we are working on. ... Coming up with funding to improve our selection of targets for our range. Would like to get flip targets but our local budget can not support it. ... Our greatest need is acquiring a single facility that serves all of our training needs. We often have to conduct training at several sites depending on whether the agenda will incorporate classroom, hands-on, indoor/outdoor, or scenario-based sessions. Being able to store all training materials in a single facility, and use it efficiently and safely, would be an asset. ... We will probably be looking to Alexandria's Technical College when their new facility is completed for meeting some of our needs. ... We don't have a training facility. ... Arrowhead Region comes to our county for mandatory training which helps alot and makes available training year round if we miss locally. ... Firearms facilities at a price that is not cost prohibitive. Investigative training. ... Firearms training facility ... Moving targets at our range. ... Shooting range. ... we do not have a indoor firearm range we are however able to use Sherburne County and Benton County ranges but it is only when available. ... We need to find a facility in closer proximity to Minneapolis and St. Paul. ... None currently. ... Technology ... Affordable indoor firearms range ... Defensive tactics and control tactics for law enforcement, corrections and court security. Simulation (real time/force-on-force) training for all three above applications. Cost effective (ie, inexpensive but meaningful) comprehensive UOF (use of force) training, including live-fire ranges, integrating the full spectrum of UOF skills and tools. ... Size and availability of space to conduct training, parking issues for students from other departments. ... We hope to in the future get one of our licensed officers to take the Defensive Tactics Instructor course which would help us in house do our training. The Hibbing Community College is very close and is handy to have in area. ... NONE ... With a smaller department, it isn't always easy to schedule every officer to a required training on a specific date. (someone has to work when the others are training) Multiple training dates for the same training does help but isn't always available. ... This area needs a regional center that allows driving course, classrooms, indoor range and fire training in a single facility. Expecting agencies to drive 50 or more miles to Jordan is not acceptable, especially for fire personnel. Police need a place to get to quickly and at all hours for individual use. ... Completion of Rochester regional training facility. Eliminate driving time and motel expenses to obtain training in St. Cloud ... The most pressing part is the travel time for training ... Location of

training. With our geographic location, there needs to be more training in Northern MN, or at least as far north as Bemidji or Thief River Falls. If we have to send an officer to the Cities, the cost of travel and hotel eats up a large portion of our training budget. ... We are happy with what we are utilizing. ... getting realism into the training ... none known? ... More room in building for training. ... Budget ... Moving Targets or a Live Fire House. ... Range. ... A firearms range would be nice so that we could shoot anytime and not be dependent on weather, light or time. ... A good outdoor range that will fit needs from handguns to long guns. The current ranges that we are allowed to use are good but unknown how long they will be able to be used. ... Shoot house type facility. ... The [agency] outdoor range is a great asset to us since it is located in our city. It is in danger of closing due to pressure of the neighbors who have built homes around it. This will be a valuable asset to lose. ... Good ... Indoor/Outdoor Range. ... The time to get all of the necessary training goals met without spending a fortune on overtime or calling in officers when they are needed on the street. ... time and money ... Firearms--we used to have our own range which we could use all year but now have to go to a private range and limited to use in the spring and fall each year ... firearms ... the ability to bring in quality training and instructors ... Driving Course. A building with office space, classrooms, storage, electronics, food service and overnight lodging. ... [Agency] leases a training center at Camp Ripley. The primary purpose is for classroom space. We lease the rest of the training space needed on Ripley; Ranges, driving areas, etc. ... Both driving and firearms. ... you name it. ... We are able to accommodate most of our training by being innovative. ... A shoot house for building search training, large classroom space in conjunction with a range facility. ... Outdoor firing and driving range located nearby. ... Although the [city] police department does not have its own training facility, we participate in county wide training with anoka county. We do conduct our own use of force training at the H.S. wrestling room and we use the minnetonka gun club for our firearms training. Our own training facility would be nice but not realistic. ... Our training needs are effectively satisfied at this time. As this survey is about a "regional training center," let me say this. The travel would be prohibitive. Anywhere we go would be 30 minutes to an hour in one direction. That's 1-2 hours of "lost" time, every time we visit one of these facilities. I understand there is a push for this type of system, but frankly, I'm not convinced it is the right approach. If there are additional costs to use the facility, that makes it even worse. ... Firearms Range; Firearms simulator ... None, we are too small and make due with what we have or travel to training ... Driving, firearms training, and defensive tactics. ... The SCALE ... Space for hosting various training seminars for other agencies to join in on. ... Gun Range ... A firearms training facility that has more than just target. I.E. a shoot house would be nice. ... Outdoor and long range shooting. We have some options but can be cost prohibited on an annual basis. ... I would like us to have our own firearms range so officers can practice more often. I would also like to have an area that we can do driver training refreshers locally at. ... Firearms training site capable of offering a variety of training scenarios. We need moving target training both in hand gun and long gun. ... Increased state funding for salaries. ... Training facilities needs should be evaluated based upon reality and not some political power play to get jobs in a community or put a feather in someone's cap. This contributes to wasteful gov't spending. We already have some good training sites around the state. We need better utilization of what we have. I would suggest creating statewide "Refresher Schools". All officers have to recertify in certain areas. The refresher school could instruct officers on basic use of force, handcuffing, driving, first aid, and law updates. it would also allow the same information to be passed to every officer at

least once a year. The school would last 4-5 days. Members of my department currently receive about one week of standardized refresher information. Individual departments could still send officers to other training as much as they wanted. This would allow officers from smaller agencies to receive the same basic training as other agencies. ... Large training room for hands on use of force instruction. Red man suits and other training items. ... What we currently have is adequate. An indoor range is desirable, but cost-prohibitive and limited in scope of activities. ... We need a better place to train with all of our firearms. ... Outdoor ranges - Each year we have difficulty finding an outdoor range in which to conduct some of our shooting training such as low-light/inclement weather ... Cost ... Really don't know of any real pressing needs, if we need it or want it we get it. ... Indoor live fire training needs. ... We get by with what is available to our department. A firearms range to call our own, and to be available to us at all times, would most likely increase the benefits of training; officers would be more likely to do firearms training on their own time. ... Osha training ... Infra structure needs buildings to be more exact ... We will soon need updated and expanded facilities to meet all the training requirements mandated by the MN POST Board. The physical (boards & bricks & asphalt) space is what we will most need. ... A better venue for Defensive Tactics. Somewhere with mats and pads. ... N/A ... none at this time ... We have been fortunate to establish good relationships with Departments that have very good facilities. ... No pressing needs - we make due with what is available to us. ... An outdoor firearms range. ... Firearms, Driving Courses with host room availabilities for specialized sessions. ... SWAT training, is something we struggle with. ... An adequate training facility in our area where trainings can be held. ... We do not have our own range, or driving track. We also have a limited multi-purpose room for use of force training. We do not have an area for simulation training scenarios. ... Money ... We will be building a new department in the next few years. There are plans to have an in-door range. Hopefully, this will not get cut from the process. In addition, there is discussion that this range will be wider and have a longer shooting lane. This would be great. We have used the South Metro training facility for defensive tactics and classroom training. So there are facilities available (all for a cost). Our SWAT team has had a difficult time in the past finding a range where the snipers can shoot. They currently use the Rice County range, but this is not always available and it is a long drive. Long answer short, it would be nice if there was a training facility near the metro that had an area for specialized training opportunities. For example, an area where officers could shoot from elevated positions, through vehicles, from vehicles or at moving targets or while they are moving. Maybe even a shoothouse. ... Having availability for space to have the training ... A building out at our firearms range. Right now it's just a gravel pit with a few shelters for shade and basic rain protection...metal roofs on posts over concrete slabs. We are hoping to find funds to put up a building with a classroom/simulator room, restrooms, UOF mat room and a firearms cleaning room. We don't necessarily need an indoor range since we have access to the live-fire shoot house in Annandale. ... Indoor range would be good ... Firearms range that is available within 20-30 minutes, allowing both handgun and carbine/rifle use. Open to officers all week, daytime/evening hours. ... indoor firearms range ... Driving ... None. ... We have no training facility. We use other departments' facilities. ... Our mandatory training is taken care of very well, however, any "extra" training is usually many miles away. ... An indoor range that is cost-effective and open for use on a regular basis. ... Firearms/UOF. ... Better funding. Need the Governor to fully fund the money allotted. ... A combined public safety training site. Since we are a police, fire, and EMS department we need a site/building to meet all of our needs. ...

Firearms range. ... Don't have any. ... None. ... Prices!! ... Rural MN Overall facilities are make shift at best. Still a problem with instructors. Hit and miss. State of MN needs to take over. Full time instructors teaching the SAME course - SAME message. I would rate overall training FAIR at best. ... Our department needs a large conference room/training room with computer access and a projection unit. ... N/A ... I would say having an adequate hand gun training facility. ... Firearms area. ... All weather firearms range. EVO Driving facility. ... All around training aids, funding for time to do training, central location to work with other departments to learn and better skills. ... Scenario based training-firearms, use of force, domestic, etc. ... Firearms, driving. ... All. We have nothing in this town and knowing this city council, there will never be any training facilities. ... N/A ... I think we have it covered. ... It would be beneficial for us to have a Shoot House closer to our city. ... Vehicle skid ... Driving, firearms, use of force ... Indoor shooting range ... Indoor range for winter firearms practice. ... The need to share resources between area agencies. ... Drivers Training track in metro area. ... Firearms ranges. We rely solely on private entities to provide access to places to train. There is no shoot house facility for SWAT in the area. Training on current gun club range is limited due to range size and gun club's fear of liability. Occasionally gravel companies will let us use vacant gravel pits to train in. ... A centralized training facility in this region. ... Defensive driving ... Time, budget, creativity and access to firearms simulator. ... None at this time. ... KEEPING AN OUTDOOR RANGE OPEN IN THE FACE OF GROWING OPPOSITION FROM NEIGHBORS. MAINTENANCE AND UPGRADE COSTS ... Scenario based training and equipment to use. ... ? ... More equipment - movable targets, need firearms simulator. ... More real-life training. ... Small department, so most/all of our training is out of town.

Appendix H: Local Emergency Management Survey Results

No answer responses are excluded.

How would you rate your access to special facilities and equipment for the following types of training:

	Frequencies:					
	Excellent	Good	Fair	Poor	None at all	Totals
EM training						
Emergency operations center simulation	6 8%	9 12%	30 39%	18 24%	13 17%	76 100%
Computer-driven scenarios for simulation	1 1%	10 13%	30 39%	27 36%	8 11%	76 100%
Interoperability communication	6 8%	15 20%	34 45%	20 26%	1 1%	76 100%
Large-scale disaster response	2 3%	17 22%	38 50%	14 18%	5 7%	76 100%
Online classes, web cams or video conferencing for distance learning	3 4%	29 38%	32 42%	8 11%	4 5%	76 100%

Please explain any “poor” or “none at all” responses (include the question number from above).

We are too far from resources. ... We have not used computer driven scenarios for simulation yet. We are in the process, and have applied for funding, to equip all of our EOCs/Emergency Managers in our region with laptops, web cams and video conferencing capabilities. ... QUESTION 2, NOT AN APPLICATION OUT THERE THAT IS USER FRIENDLY. QUESTION 5 WE DON'T HAVE THIS. ... In rural Minnesota we have to travel to gain access to most of the training opportunities. ... The ARMER system is a poor option for our county due to large area, varied topography and wilderness lands which do not allow towers. This increases the expense while not solving the problems. ... Interoperability needs to occur so that we can start getting "hands on" use of the 800 Mhz equipment than to just see it in a case and being told that until we are on board we can't even see how it works ... Nothing in the State for EOC simulation or good computer driven scenarios. ... Don't have any of it in my area - unknown where I could get that training in the state ...

2. First of all the time to put together a computer - driven scenarios for simulation and the technical support to be able to put this on.
3. Time and funding. If there is time there has to be funding to cover the cost. There is no extra money to put on a large-scale disaster. It's tough enough to be able to put together a table top exercise let alone a full scale disaster response exercise.
5. Web cams/video conferencing presents a challenge without the proper equipment.

Doing online, web/video base conferencing is good in theory but you lose a lot when you're not among your partners (in person) ... 1. none at the current time 2. not aware of any at the current time ... Competition for space to hold trainings is intense and emergency mgmt is on the bottom of the pile. Computer driven scenarios have been few and our IT is hesitant to load any programs not common and cleared by them. Video conferencing equipment is limited in availability. ... Have a great training facility but it doesn't have many outlets or phone ports to access the internet. ... 1 and 5. Availability of resources ... 1. I ranked this as poor only because we would probably have to travel at least 45 to 140 miles to experience this. And that would only be for a very select few, 1 maybe, as those that would be included in the EOC, would have to take off work and travel and that is hard to do for most. ... Most training is done via exercising. ... we have no EOC simulators...no computer scenarios for training... ... 1. Our EOC is basically a room and not nearly set up for proper management of an incident and cannot afford to enhance ours; also, we do not know of another area where we are able to go to simulate and training on an exercise, especially something affordable. 2. Have no idea that there are computer-driven scenarios out there much less where to obtain them and most likely could not afford them anyway. 4. Funding for training for disasters is very much lacking for any size disaster much less a large-scale disaster - location and reality based training also presents a hurdle. ... not familiar with any simulation training that's available. Online courses are available but video conferencing is not ... Questions # 1, 2, and 4 - Access is limited due to distance. Travel for training is expensive ... Have not seen any Computer driven scenarios for simulation. ... (1) I have no EOC simulation facilities(2) I have no computer-driven scenarios for simulation facilities ... We have no EOC in reality, we don't have the staff to plan true large scale events ... While we are working on Interoperability, we are a long way off and northern Minnesota is not getting as much financial support as the metro area and St. Cloud area did with upgrades. ... I answered poor for questions 1-4 in all of these areas. We see little access to these types of trainings unless we travel 4-6 hours or plan overnight. We should be able to have more access in outstate to the programs offered in metro areas, even if it takes 2 or 3 counties getting together and supplementing the cost for the trainers. ... Interoperability communication is presently a considerable problem, due to cost of equipment. ... 2) I really don't know where to find any computer-driven scenarios for simulation purposes. ... NONE ... I put poor for Interoperability communication due to the fact of an aging communication system. With that be said we do have holes in our system with coverage and also communicating outside of our County. We are hoping to improve our inter. with an upgrade to our radio system, if that is 800 or something else. We communicate very good among agencies within [Name] County but in the event or when we need to communicate with our agency out side of our County it can be a little difficult. ... 2) we don't use the computer scenarios. ... If these types of options are available I don't know where they are or how to access them. ... We do not have a simulation center for EOC ops and training, but hopefully the Ripley facility will be able to be used in that way. ... 1. Do not have a large enough facility to conduct training 2. Do not know how to access 4. Do not have a large enough facility 5. No video conferencing or web cam equipment ... Currently we do not have simulation software. however, the region is in process of looking at alternatives. This would likely be a grant funded issue, not EMPG ... We don't have the resources to send people to regional or statewide training, nor do we have the resources to attempt simulations within our under-developed EOC. Computer driven scenarios still take time away from staff that is hard pressed to keep up without

developing and working towards a decent training scenario. We are also dealing with a lot of volunteer providers who are not available during the day. Bandwidth is also an issue for online classes, but more so for web cams and video conferencing. ... We are in the process of buying WebEOC which will be made available to all the cities in [Name] County. ... 2) We do not have simulation programs. 3) We do not have a tower (live) at this time. 4) Very few opportunities exist for online training or conferencing. ... It all takes money that is not there to do proper training, which there is very little to properly cover the cost of what is available. ... For Questions 1 & 2 I don't believe we have this capability and for question 5 we do not have web cams or video conferencing ability. ... I am not aware of any "Special Facilities" that are available to me locally. Perhaps this is what is being planned for Camp Ripley, though I haven't seen any details on that facility. #1,2,3,4. ... Just being realistic here - EOCs are few and far between in rural Minnesota counties. Ours is nothing more than a conference room, with no communications capacity. I'm not aware of anywhere I can go in the state currently where I can train in a "working" EOC. Likewise, I know of no computer simulations for EOC, and doubt our county would be able to afford such even if I knew where to find them (i.e. what companies to contact). Interoperable communications is an area we continue to plan, but have yet to implement. These factors alone make it difficult at best for us to train collectively on large-scale disaster response. ... 3. Interoperability communication: Training is limited in Rural MN, there is a site being built in Alexandria to support this training.

5. Web cam or video conferencing is limited in [Name] County. Video Conferencing through ITV is available through our court system but if court is held we are not able to access. ... We have done one computer driven simulation in the last year. ... We are in the process of building a county EOC, do not currently have one. Have not seen any computer driven scenarios that were accessible to Emergency Managers. We do not have 800 MHz in this area yet. ... money and distance. there is not much for training in the rural area. every time we have to send someone for training there is cost for back fill, travel time hotel meals and cost of training itself. ... 2. Computer driven scenarios from NIMCAST are too complicated for use. ... we don't simulate EOC activation and operations on a level beyond local. I don't really know what "computer-driven scenarios for simulation" means, so I would assume we don't have any of that either. ... All about MONEY

What are your biggest barriers to obtaining effective training?

Only part-time EM ... Not having the time to spare. More training would require I stop doing something else. ... Trying to train all of our volunteers, upon which we depend heavily, and our paid staff, for which we do not have money to pay overtime for training time, is a big barrier. ... MONEY AND ALWAYS TRAVELING TO THE TWIN CITIES FOR TRAINING ... Budget ... Time and distance for remote counties. Many of our nearby classroom trainings are cancelled due to inadequate enrollment, requiring us to travel even farther. Video conferencing would be a great help, and we are working on this option. ... Time and distance to travel. ... Not having access to practice equipment for access to the 800 Mhz system ... Most training we have to travel to obtain. ... Time and money ... distance ... Funding, funding, funding (over and above EMPG) ... lack of time due to this position being only part time ... Dollars. In current budget training was all but eliminated and money to maintain systems to be used for training are very limited. Travel is forbidden for all except mandated training. Space to hold classes. Govt. agencies are reluctant to allow training by

public safety/emergency management with out hefty fees. E.g. State Universities or technical colleges, local schools, community centers are all charging fees we cannot afford. ... Distance (time = money) ... Effective training for what? All training can be useful, but if you do not have an opportunity to use it, you lose the training. There are alot of great software products that would be useful, but if they are use infrequently they are of little value. Each county must make a choice as to what training will be beneficial to them based on the potential of the event occurring. ... Time, travel, cost, interest. While I as the Emergency Management Director believe in training, coming from a small county, others don't put that great of an importance on it. They also believe that since I'm the director, that's the only one that needs this training. Most of my responders are also volunteers and to be in fire, ems, you are already using the majority of your own time to keep up your license and don't have the luxury of taking time off, whether it's an evening or weekend for additional training, which your time will not get paid for anyways.

I believe we are getting to the stage that there needs to be a difference between 'metro/city', VS 'town/county'. I understand being prepared, trained and the planning, but why should I be required to the work that the director in the city of New York does? Does that make sense to you?

This is why if we are completing the same work, completing the same forms, trainings, meetings, etc., aren't we getting the same degree of compensation?

Also where do you think those from the 'big city' are going to head to after the big disaster they just went thru? There needs to be some consideration that, people are going to head to where they might be safe and how are we going to accommodate the influx? Sorry rambling on here, but these are my thoughts and my concerns. Thanks! ... Time and money. I hear EMI would be a good resource in DC. ... funding- by far. Also, staffing- I am all alone here, and can't get away that much as there is no one to "hold down the fort" while I am at training... ... Time for planning the exercises. Time commitments of first responders. Cost of conducting the exercises. ... Funding is the major barrier both for the training itself along with the backfill for the participants. ... time ... Distance ... Availability of greater Minnesota courses. ... funding and travel expense ... The biggest barrier is cost and also availability. I know of good training, but it can be expensive. Sometimes the training is inexpensive, but it is in another state or another county that is too far away to make it worthwhile. ... Time, money ... Time ... Time and funding ... Time & distance ... No funding! It's demoralizing to burden counties with teaching NIMS (National Incident Management System) without adequate funding. Teaching or coordinating the teaching of NIMS requires an ability to increase work hours. It requires funding for copying, room rental, supplies, snacks. ... time ... We are out of metro area, we get told alot of times it is not cost effective to do trainings because we are unable to get enough attendees. Lets make plans to get this type of training outstate even if we have to agree to pay some supplement to make it happen. It would still be cheaper for us to do that than travel and overnight stays. ... 1. Time for adequate planning. 2. Time availability of training recipients. ... Personnel needing the training always have better things to do. When Emergency Management becomes a full time operation for all county directors then there will be changes. ... Money, there is no budget for it. ... Funding ... Time. I am the Zoning Administrator, Solid Waste Officer, Parks Coordinator in addition to being the Emergency Management Director. I have an assistant EM/ZA, a Recycling/Wetland Coordinator and a secretary. ... Timing of when the classes are offered and when I can get

away from the office ... I would say our biggest barriers to obtain effective training would be travel, time, and funding. I think we could really do some good trainings if we had the \$\$\$ in our budget to host or send people to effective trainings. Currently most of the training is done 2 to 3 hours drive time away (one-way).

I think more training needs to be done at the local levels and then go on to the regional level. I guess to be more clear, I believe we need to spend more time training our local responders, hospitals, health departments, county governments and local private businesses then move on to bigger groups. When a disaster happens the first people to respond are the locals and they are ones that are going to be communicating with the outside agency. ... Obviously money is one of the largest issues. Getting people to buy-in for the training and relating the importance of the training is a large obstacle also. ... Time...I can't get everything done now in 40 or more hours a week. To take training means something else sits so you have to be strategic when choosing which training to attend. There might be something i could really learn from a specific training but I can only attend so much. if staff is lost I don't know how I could do it. ... The City of [Name]'s biggest barriers to obtain effective training is to allow our workforce the time and the monies to pay for training, in addition to paying for backfill. ... Time and money - costs for personnel from multiple departments/agencies to attend and time away from primary duties. ... Money in the budget and for supplies or equipment. ... Access to certified trainers and funding for training ... Time and distance. ... Time and money. We simply do not have staff available to both go to training and do work. ... Travel time, we are in the SW corner of the state, so we travel to everything, no one wants to come here. It takes 4 hours to drive to the cities, 2 hours to Mankato or Willmar. Redwood is 90 minutes away and it makes our days a lot longer, or require overnight travel. Then when we get back, we have to play catch up for work undone while we are gone, there isn't any other staff to do the work. ... Money to pay costs such as salaries, backfill, etc. and the cost of the training itself. ... Cost and time ... Time and money. ... If you toss out the HSEEP (Homeland Security Exercise and Evaluation Program) mess, then it would be administration participation and funding. ... Cost, distance to training sites. ... Cost, time away from normal duties.(ie. no backup) ... Access to adequate training facilities, followed closely by limited time to do that training (both severely constrained by inadequate funding). ... Most trainings require travel of three hours away (one way). There is a cost for motel, staff time and travel. If more course or trainings could be ITV, and we could set this up in our EOC, that would be a great alternative. ... Costs ... We are not a big enough county to be included in the major exercises and training throughout the region and also do not have the funding streams in order to put training on ourselves. In some instances the smaller counties need more funding than the bigger ones. ... money and distance. ... Time ... funding and local buy-in. If the funding was there and tied to the training, the buy-in would be less relevant. ... Equipment, money and time. Most places this is a half time position. ... Money and timing-very few people have the time or are willing to take vacation time from there job to go to training. ... The cost.

Appendix I: Survey Instruments (paper versions)



EMS Training Facility Needs Survey

Dear EMS Chief or Training Officer,

The Minnesota Department of Public Safety is requesting your cooperation in an important project. The department is updating a ten-year-old statewide master plan for public safety training facilities.

Your survey responses are critical for assessing the state's current and future public safety training facility needs and creating an inventory of training facilities. All responses will be aggregated for a report, and no identifiable responses will be made public. This survey is voluntary, and there is no consequence for not participating.

The survey takes less than 10 minutes. Thank you in advance for assisting with this effort.

High Fidelity Manikin Training

These questions refer to high-tech, computer-driven manikins that simulate human patients, and are sometimes known as SimMan®.

If your department paid for or sponsored training on a high-fidelity manikin in 2008 or 2007, which organization provided that training?

(Enter "own" if it is your department's.)

	Primary	Secondary (if applicable)
Organization	<input type="text"/>	<input type="text"/>
City	<input type="text"/>	<input type="text"/>
Type	<input type="checkbox"/> Fixed site <input type="checkbox"/> Mobile equipment	<input type="checkbox"/> Fixed site <input type="checkbox"/> Mobile equipment

Please rate the facility or mobile equipment on the following:

(Skip a question if it is not relevant to your experience.)

	Excellent	Good	Fair	Poor	Very poor
(1) Available when you want to use it	<input type="checkbox"/>				
(2) Travel time to its location (if fixed facility)	<input type="checkbox"/>				
(3) Willingness of trainers to come to your location (mobile)	<input type="checkbox"/>				
(4) How affordable the training fees are (skip if it is your own)	<input type="checkbox"/>				
(5) Able to meet your department's training needs for the next 10 years	<input type="checkbox"/>				

Please explain any "poor" or "very poor" responses (include the question number from above).

If your department did not have any training in 2008 or 2007 using a high fidelity manikin, please indicate why (check all that apply):

- Training location is too far away
- Cost of training is prohibitive
- Not aware of such training opportunity
- Did not need this type of training in 2008 or 2007
- Other: _____

Emergency Vehicle Operations Training

Where does your staff normally train for emergency vehicle operations?

(If a new facility is under construction, please base your responses on it, even if not open.)

	Primary	Secondary (if applicable)
Site name	<input type="text"/>	<input type="text"/>
City	<input type="text"/>	<input type="text"/>
Type (check all that apply)	<input type="checkbox"/> Parking or other surface lot <input type="checkbox"/> Driving range or track <input type="checkbox"/> Driving simulator <input type="checkbox"/> Local streets and roads	<input type="checkbox"/> Parking or other surface lot <input type="checkbox"/> Driving range or track <input type="checkbox"/> Driving simulator <input type="checkbox"/> Local streets and roads

How well do these facilities support the following types of training:

(Skip a question if your department does not train on it.)

	Excellent	Good	Fair	Poor	Not at all
(6) Straight line and cornering maneuvers at various speeds	<input type="checkbox"/>				
(7) Controlled steering and braking	<input type="checkbox"/>				
(8) Evasive driving and collision avoidance	<input type="checkbox"/>				
(9) Serpentine (for timing and steering skills)	<input type="checkbox"/>				
(10) Backing and parking	<input type="checkbox"/>				
(11) Skid control (on wet, icy, or loose surfaces)	<input type="checkbox"/>				

Please rate these facilities on the following:

	Excellent	Good	Fair	Poor	Very poor
(12) Available when you want to use it	<input type="checkbox"/>				
(13) Travel time to training location	<input type="checkbox"/>				
(14) Safety	<input type="checkbox"/>				
(15) Able to meet your department's training needs for the next 10 years	<input type="checkbox"/>				

Please explain any "poor," "very poor," or "not at all" responses (include the question number from above).

Last Page!

How would you rate your department’s access to special facilities and equipment for the following types of training:

	Excellent	Good	Fair	Poor	Not at all
(16) Hazardous materials	<input type="checkbox"/>				
(17) Rescue operations	<input type="checkbox"/>				
(18) Interoperability communication	<input type="checkbox"/>				
(19) Large-scale disaster response	<input type="checkbox"/>				
(20) Online classes, web cams or video conferencing for distance learning	<input type="checkbox"/>				

Please explain any “poor” or “not at all” responses (include the question number from above).

What is the maximum one-way distance your department would travel for the types of training discussed in this survey?

- Less than 25 miles
- 26 to 50 miles
- 51 to 75 miles
- 76 to 100 miles
- more than 100 miles

What are your department’s biggest barriers to effective training?

Please enter your name and phone number in case we want to call you to clarify any answers. No identifiable responses will be made public.

Thank you for your participation!



Fire Fighter Training Facility Needs Survey

Dear Fire Chief or Training Officer,

The Minnesota Department of Public Safety is requesting your cooperation in an important project. The department is updating a ten-year-old statewide master plan for public safety training facilities.

Your survey responses are critical for assessing the state's current and future public safety training facility needs and creating an inventory of training facilities. All responses will be aggregated for a report, and no identifiable responses will be made public. This survey is voluntary, and there is no consequence for not participating.

The survey takes about 15 minutes. Thank you in advance for assisting with this effort.

Please return your survey in the enclosed postage-paid envelope within 10 days.

Fire Fighter Training

This survey concerns fire fighter training that requires special facilities, mobile trailers and props or acquired vacant structures. It does not ask questions about training that occurs at a station house using your department's own equipment.

In 2008 and 2007, how many times did your department use the following for training:

	Once	Twice	Three times	Four or more times	None
Fixed "live burn" training facility	<input type="checkbox"/>				
Mobile trailers and props (usually from a technical college or outside instructor)	<input type="checkbox"/>				
Acquired vacant structure	<input type="checkbox"/>				

If you chose "none" to any of the above, please indicate why (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Travel distance too great | <input type="checkbox"/> Did not need the training |
| <input type="checkbox"/> Cannot afford the user fees | <input type="checkbox"/> Unavailable for our use |
| <input type="checkbox"/> Other: _____ | |

**If you used a fixed "live burn" training facility, which one was it?
(Enter "own" if it is your department's.)**

Primary site

Secondary site
(if applicable)

How well does the fixed facility, trailers and props or use of acquired structures support the following types of training:

Please note:

- 1) If a new facility is under construction, please base your responses on it, even if not open.
- 2) Skip any question that does not apply to your situation. For example, if your department did not train at a fixed facility this year or did not practice interior fire suppression, please do not answer those questions.

	Excellent	Good	Fair	Poor	Not Supported
Fixed facilities					
(1) “Live burn” interior fire suppression	<input type="checkbox"/>				
(2) Heat and smoke exposure	<input type="checkbox"/>				
(3) “Live burn” exterior fire suppression	<input type="checkbox"/>				
(4) Confined space search and rescue	<input type="checkbox"/>				
(5) Hazardous materials spill response	<input type="checkbox"/>				
(6) Multi-story building fire suppression and search and rescue	<input type="checkbox"/>				

Trailers and props

(7) “Live burn” interior fire suppression	<input type="checkbox"/>				
(8) Heat and smoke exposure	<input type="checkbox"/>				
(9) “Live burn” exterior fire suppression	<input type="checkbox"/>				
(10) Confined space search and rescue	<input type="checkbox"/>				
(11) Hazardous materials spill response	<input type="checkbox"/>				
	Excellent	Good	Fair	Poor	Not Supported

Acquired structures

(12) “Live burn” interior fire suppression . . .	<input type="checkbox"/>				
(13) Heat and smoke exposure	<input type="checkbox"/>				
(14) “Live burn” exterior fire suppression . . .	<input type="checkbox"/>				
(15) Confined space search and rescue	<input type="checkbox"/>				
(16) Hazardous materials spill response	<input type="checkbox"/>				
(17) Multi-story building fire suppression and search and rescue	<input type="checkbox"/>				

Please explain any “poor” responses (include the question number from above).

Please rate the fixed facility, trailers and props or use of acquired structures on the following:

(Skip a question if it is not relevant to your experience.)

	Excellent	Good	Fair	Poor	Very poor
Fixed Facility					
(18) Available when you want to use it	<input type="checkbox"/>				
(19) Travel time to its location	<input type="checkbox"/>				
(20) Safety and environmental controls	<input type="checkbox"/>				
(21) How affordable the user fees are (skip if it is your facility)	<input type="checkbox"/>				
(22) Able to meet your department's training needs for the next 10 years	<input type="checkbox"/>				

Trailers and props

(23) Available when you want to use them	<input type="checkbox"/>				
(24) Willingness of trainers to come to your location	<input type="checkbox"/>				
(25) How affordable the user fees are	<input type="checkbox"/>				
(26) Safety and environmental controls	<input type="checkbox"/>				
(27) Able to meet your department's training needs for the next 10 years	<input type="checkbox"/>				

Excellent Good Fair Poor Very poor

Acquired structures

(28) Availability in your area	<input type="checkbox"/>				
(29) Safety and environmental controls	<input type="checkbox"/>				
(30) Able to meet your department's training needs for the next 10 years	<input type="checkbox"/>				

Please explain any "poor" or "very poor" (include the question number from above).

Emergency Vehicle Operations Training

Where do your vehicle operators normally train for emergency vehicle operations?

(If a new facility is under construction, please base your responses on it, even if not open.)

	Primary		Secondary (if applicable)
Site name			
City			
Type (check all that apply)	<input type="checkbox"/> Parking or other surface lot <input type="checkbox"/> Driving range or track <input type="checkbox"/> Driving simulator <input type="checkbox"/> Local streets and roads		<input type="checkbox"/> Parking or other surface lot <input type="checkbox"/> Driving range or track <input type="checkbox"/> Driving simulator <input type="checkbox"/> Local streets and roads

How well do these facilities support the following types of training:

(Skip a question if your department does not train on it.)

	Excellent	Good	Fair	Poor	Not Supported
(31) Straight line and cornering maneuvers at various speeds	<input type="checkbox"/>				
(32) Controlled steering and braking	<input type="checkbox"/>				
(33) Evasive driving and collision avoidance	<input type="checkbox"/>				
(34) Serpentine (for timing and steering skills)	<input type="checkbox"/>				
(35) Backing and parking	<input type="checkbox"/>				
(36) Skid control (on wet, icy, or loose surfaces)	<input type="checkbox"/>				
(37) Ramp use and lane changes	<input type="checkbox"/>				
(38) Gear shifting and braking to reduce or maintain speed on road grades	<input type="checkbox"/>				
(39) Low-clearance obstacle	<input type="checkbox"/>				

Please rate these facilities on the following:

	Excellent	Good	Fair	Poor	Very poor
(40) Available when you want to use it	<input type="checkbox"/>				
(41) Travel time to training location	<input type="checkbox"/>				
(42) Safety	<input type="checkbox"/>				
(43) Able to meet your department's training needs for the next 10 years	<input type="checkbox"/>				

Please explain any “poor” or “very poor” responses (include the question number from above).

What is the maximum one-way distance your department would travel for the types of training discussed in this survey?

- Less than 25 miles
- 26 to 50 miles
- 51 to 75 miles
- 76 to 100 miles
- more than 100 miles

What level do you require your fire fighters to be trained to?

- NFPA Fire Fighter 1 or equivalent
- NFPA Fire Fighter 2 or equivalent
- OSHA compliance
- Department-specific requirement
- No stated requirement
- Other: _____

What are your department’s biggest barriers to effective training?

Please enter your name and phone number in case we want to call you to clarify any answers. No identifiable responses will be made public.

Thank you for your participation!



Law Enforcement Training Facility Needs Survey

Dear Chief Law Enforcement Official or Training Officer,

The Minnesota Department of Public Safety is requesting your cooperation in an important project. The department is updating a ten-year-old statewide master plan for public safety training facilities.

Your survey responses are critical for assessing the state's current and future public safety training facility needs and creating an inventory of training facilities. All responses will be aggregated for a report, and no identifiable responses will be made public. This survey is voluntary, and there is no consequence for not participating.

This survey takes about 10 minutes. Thank you in advance for assisting with this effort.

Please return your survey in the enclosed postage-paid envelope within 10 days.

Fire Arms Training

Which fire arms training facilities does your department regularly use?

(If a new facility is under construction, please base your responses on it, even if not open.)

	Primary	Secondary (if applicable)
Range name	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
City	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Features (check all that apply)	<input type="checkbox"/> Indoor range <input type="checkbox"/> Fire arms simulator <input type="checkbox"/> Outdoor range	<input type="checkbox"/> Indoor range <input type="checkbox"/> Fire arms simulator <input type="checkbox"/> Outdoor range
Owner . . .	<input type="checkbox"/> Law enforcement agency <input type="checkbox"/> Public or private gun club <input type="checkbox"/> Other entity	<input type="checkbox"/> Law enforcement agency <input type="checkbox"/> Public or private gun club <input type="checkbox"/> Other entity

How well do these facilities support the following types of training:

	Excellent	Good	Fair	Poor	Not at all
(1) Fixed-target training	<input type="checkbox"/>				
(2) Moving-target training . .	<input type="checkbox"/>				
(3) Low-light training	<input type="checkbox"/>				
(4) Inclement-weather training	<input type="checkbox"/>				
(5) Scenario-based training	<input type="checkbox"/>				

Please rate these facilities on the following:

	Excellent	Good	Fair	Poor	Very poor
(6) Available when officers want to use it . . .	<input type="checkbox"/>				
(7) Travel time to facility	<input type="checkbox"/>				
(8) Safety and environmental controls	<input type="checkbox"/>				
(9) How affordable the user fees are (skip if it is your facility)	<input type="checkbox"/>				
(10) Able to meet your department's training needs for the next 10 years	<input type="checkbox"/>				

Please explain any "poor," "very poor," or "not at all" responses (include the question number from above).

Emergency Vehicle Operations Training

Where do your officers normally train for emergency vehicle operations?

(If a new facility is under construction, please base your responses on it, even if not open.)

	Primary	Secondary (if applicable)
Site name	<input type="text"/>	<input type="text"/>
City	<input type="text"/>	<input type="text"/>
Type (check all that apply)	<input type="checkbox"/> Parking or other surface lot <input type="checkbox"/> Driving range or track <input type="checkbox"/> Driving simulator	<input type="checkbox"/> Parking or other surface lot <input type="checkbox"/> Driving range or track <input type="checkbox"/> Driving simulator

How well do these facilities support the following types of training:

	Excellent	Good	Fair	Poor	Not at all
(11) Straight line and cornering maneuvers at various speeds	<input type="checkbox"/>				
(12) Controlled steering and braking	<input type="checkbox"/>				
(13) Evasive driving and collision avoidance	<input type="checkbox"/>				
(14) Serpentine (for timing and steering skills)	<input type="checkbox"/>				
(15) Skid control (on wet, icy, or loose surfaces)	<input type="checkbox"/>				
(16) Pursuit Intervention Tactics (PIT) . . .	<input type="checkbox"/>				

Please rate these facilities on the following:

	Excellent	Good	Fair	Poor	Very poor
(17) Available when officers want to use it . .	<input type="checkbox"/>				
(18) Travel time to facility	<input type="checkbox"/>				
(19) Safety	<input type="checkbox"/>				
(20) Able to meet your department's training needs for the next 10 years	<input type="checkbox"/>				

Please explain any "poor," "very poor," or "not at all" responses (include the question number from above).

How well can the following technology meet your department's training needs?

	Excellent	Good	Fair	Poor	Very poor
Fire arms simulator	<input type="checkbox"/>				
Driving simulator	<input type="checkbox"/>				

In what ways can technology better support training?

What are the limitations to technology for training purposes?

What are your department's most pressing training facility needs?

Please enter your name and phone number in case we want to call you to clarify any answers. No identifiable responses will be made public.

Thank you for your participation!



Emergency Managers Survey

Dear Emergency Manager,

The Division of Homeland Security and Emergency Management wants your input on two topics: possible alternatives to the current Emergency Management Performance Grant (EMPG) funding formula and your training needs.

All responses will be aggregated for a report, and no identifiable responses will be made public. This survey is voluntary, and there is no consequence for not participating.

The survey takes less than 10 minutes. Thank you in advance for assisting with this effort.

EMPG formula

Please rate how well each formula fairly allocates EMPG:

	Excellent	Good	Fair	Poor	Very poor	No opinion
Current Formula:						
• 33% base						
• 33% population						
• 33% tax capacity	<input type="checkbox"/>					
Alternative One:						
• 50% base						
• 25% population						
• 25% tax capacity	<input type="checkbox"/>					
Alternative Two:						
• 50% base						
• 50% population	<input type="checkbox"/>					

What would be the consequence on your program of switching to either alternative? What activities would you increase if your grant increases or reduce if your grant decreases?

Emergency Management Training

How would you rate your access to special facilities and equipment for the following types of training:

	Excellent	Good	Fair	Poor	None at all
(1) Emergency operations center simulation	<input type="checkbox"/>				
(2) Computer-driven scenarios for simulation	<input type="checkbox"/>				
(3) Interoperability communication	<input type="checkbox"/>				
(4) Large-scale disaster response	<input type="checkbox"/>				
(5) Online classes, web cams or video conferencing for distance learning	<input type="checkbox"/>				

Please explain any “poor” or “none at all” responses (include the question number from above).

What are your biggest barriers to obtaining effective training?