

# NTOA COMMAND COLLEGE STUDENT PROFILE



**SGT. JEFF BROWN**  
ASTON TOWNSHIP (PA) PD

Sgt. Jeffrey Brown began his career in law enforcement in 1997 and has been with the Aston Township Police Department since 1999. He has worked in patrol and detectives and is a member of the Firearms and Tactics Training Unit. He currently serves as commander of the Central Delaware County Tactical Response Team. Sgt. Brown has a bachelor's degree and master's degree in Criminal Justice and is also a graduate of Northwestern University School of Police Staff and Command. He served in the U.S. Army from 1989-1993 and served in the Pennsylvania National Guard as a staff sergeant until 1999.

Sgt. Brown has the honor of being the first student to graduate from the NTOA Command College.

**Q: YOU CURRENTLY HOLD THE POSITION OF TEAM COMMANDER WITH YOUR AGENCY'S SWAT TEAM. HOW DO YOU ENVISION THE NTOA COMMAND COLLEGE BENEFITING YOU IN THAT ROLE?**

**A:** I was promoted to commander of the Central Delaware County Tactical Response Team in November 2018. The CDTRT is a regional SWAT team in Delaware County, Pennsylvania. After joining the team in 2001, I made my way through the ranks as squad leader, training officer and team leader before taking command. The last team commander, Detective James Devaney, was a great mentor and role model. I started the Command College in 2017 and graduated in November 2019. As I worked my way through the courses in the Tactical Leadership, Operational Leadership and Strategic Leadership modules I developed better communication skills, improved my ability to apply critical thinking and decision-making skills to most situations and learned emotional intelligence can be improved. Most of all I believe I have developed as a leader. I will hopefully continue to improve by applying the lessons I learned at the Command College.

**Q: YOU HAVE HAD AN OPPORTUNITY TO SERVE IN A NUMBER OF ASSIGNMENTS THAT INVOLVE TRAINING LAW ENFORCEMENT OFFICERS. WHAT QUALITIES AND SKILLS DO YOU THINK ARE MOST IMPORTANT FOR TODAY'S OFFICERS?**

**A:** Being on the team has provided me with many opportunities to attend courses with instructor certification. My home department has also supported me as I have pursued training opportunities. I have successfully completed instructor courses in most use-of-force options, ranging from defensive tactics and less lethal disciplines to firearms instructor in all of our current weapon systems. Through the Command College I became a Tactical Science instructor. I believe instructors, especially instructors who are training SWAT officers, need to show that they are technically and tactically proficient in the subject they are presenting. Instructors that are competent and confident will gain and hold the attention of the class even if the material is not exciting. I have always tried to come away with something from every class I have attended or presented.

In my opinion we should never stop improving our knowledge and skill sets. We should never stop the learning process. I believe today's officer needs to be self-motivated and flexible. Communication skills are important and can be improved through training and education. A strong moral compass and trustworthiness are qualities that can't be learned once we get into this career, they must already be part of our personalities. Officers should be physically fit and possess a high level of emotional intelligence. Officers should take extreme ownership of their own performance and the standards of the team.

**Q: YOU HAVE HAD AN OPPORTUNITY TO SERVE IN BOTH THE MILITARY AND CIVILIAN LAW ENFORCEMENT AND WORK FOR A VARIETY OF LEADERS. WHAT CONSISTENT TRAITS DO YOU SEE IN GOOD LEADERS?**

**A:** I entered the Army right after high school. After basic training, infantry and Airborne School I was assigned to the 504th Parachute Infantry Regiment, 82nd Airborne Division. I had two combat deployments and I had the privilege to follow some great leaders. Some of the best leadership training I was exposed to in the Army occurred at Ranger School and the Primary Leadership Development Course. I have found that leadership in SWAT can be similar to the leadership I was exposed to in the Army. I have had great and horrible leaders both in the Army and as a police officer. Leaders that lack integrity and are focused on personal or career preservation are very difficult to trust. Without trust a leader has no credibility. Good leaders take care of their subordinates and motivate them to accomplish the mission, regardless of the difficulties faced.

**Q: AS THE FIRST COMMAND COLLEGE GRADUATE DO YOU HAVE ANY COMMENTS ABOUT YOUR EXPERIENCE IN THE COLLEGE AND HOW IT MAY HELP YOU IN YOUR CAREER?**

**A:** I am privileged to have been provided the opportunity to attend the Command College and I am honored to be the first graduate. In most police training I have attended I learned how to perform tasks and make decisions. The

courses in the Command College showed me not just how, but also why. The instructors were technically and tactically proficient in the subjects they were presenting, and it was apparent that they were competent and confident. The amount of SWAT experience and expertise in the teaching staff is not likely going to be found anywhere else. I believe I began to improve as a leader from the very start of the course with Tactical Leadership module and have continued to develop as a leader through Operational Leadership and Strategic Leadership. The courses were challenging, which makes finishing the process rewarding.

Without the support of my family, my team and my department this would not have been possible. There will be up and coming leaders from my organization starting the Command College in the near future.



**FIND OUT TODAY IF  
THE NTOA COMMAND COLLEGE  
IS RIGHT FOR YOU!**

The NTOA Command College isn't just for aspiring leaders, it's also the perfect opportunity for experienced tactical team leaders and commanders to validate the leadership philosophies and tactical concepts that they may already know.

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