

# NTOA COMMAND COLLEGE STUDENT PROFILE



**SERGEANT PAUL LONG**  
ARLINGTON (TX) POLICE DEPARTMENT

Sgt. Paul Long has been with the Arlington Police Department for 22 years. He joined the SWAT team in 2002 as a member of the collateral-duty entry team and has been serving as one of the full-time entry team leaders since 2010. He holds several instructor certifications in various SWAT-related specialties.

**Q: How do you envision the NTOA Command College benefiting you in the role of team leader for your agency's SWAT team?**

**A:** Leadership training should be mandatory for officers in all aspects of the police profession, especially for those serving in a SWAT leadership capacity. The courses in the Command College curriculum provide officers and leaders the opportunity to stay abreast of the current tactics and best practices and how to implement them into their teams. Continuing education for senior team members pushes them to stay innovative and constantly strive to better their teams. I have taken several tactics and principles learned during Module I and implemented them into our SWAT program.

**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:** The most important skills and qualities for today's officers are integrity, adaptability, and teach-ability. The policing world has changed greatly since I started my career, and the SWAT world has changed with it. Officers must maintain their integrity through all aspects of their lives and hold themselves accountable to their fellow officers and the citizens of their communities. They must always strive to be better than they were yesterday by working to improve themselves both physically and mentally.

**Q: How have the lessons in the Command College improved your interaction with other tactical teams and leaders in your area?**

**A:** We are very fortunate to have excellent working relationships with the teams in our surrounding cities and have a great network of commanders, team leaders, and officers in the area. The lessons learned through the Command College re-emphasized the need to continue to maintain those relationships.

**Q: What feedback would you give other NTOA members who are considering enrolling in the Command College?**

**A:** I highly recommend officers enrolling in the Command College regardless of your position in your team. SWAT officers are expected to be the leaders within your department. Continuing education and collaboration with other members of the SWAT community is vital to providing the best service to your community and keeping your fellow officers safe.

**Q: As a member of a full-time component of a SWAT team, have you found yourself stressed by any additional workload put on you by your attendance at the Command College?**

**A:** No. While there are several lessons, books and courses that make up the Command College curriculum, you are able to go at your own pace and complete the courses on your time. The courses are presented in a manner that keeps you engaged and looking forward to the next one. The books selected for some of the courses are very interesting and I have recommended several of them to my colleagues for their own personal development.

The NTOA staff has been very supportive during my journey with the Command College in keeping me focused and addressing any questions that arose. The information presented in the residency course was timely and relevant to developing the current and future leaders in our profession.



**SET YOURSELF APART FROM  
OTHERS IN THE PROMOTIONAL  
PROCESS BY ENROLLING TODAY!**

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.

Through video lectures, quizzes, discussion forums and writing assignments, you'll be able to demonstrate your knowledge of tactical leadership skills. Seasoned leaders in this program often excel at the assigned tasks, as they have numerous experiences to draw from.

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THE NTOA COMMAND COLLEGE  
IS RIGHT FOR YOU!**

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