ABOUT NTOA

Founded in 1983, the National Tactical Officers Association is a non-profit association representing nearly 40,000 law enforcement professionals across multiple disciplines in various assignments, including special operations within local, state and federal law enforcement agencies.

The NTOA offers the law enforcement community across the US, Canada, and abroad, a variety of classes providing officers with best practices and the most successful techniques for bringing violent, or potentially violent situations, to a safe and secure closure. Since its inception, the NTOA has trained more than 100,000 officers from across the United States, Canada and several countries abroad in tactics, best practices, and legal issues impacting officers engaged in public safety operations.

The mission of the NTOA is to enhance the performance and professional status of law enforcement personnel by providing a credible and proven training resource as well as a forum for the development of tactics and information exchange.

The Association’s ultimate goal is to improve public safety and domestic security through training, education and tactical excellence.

The National Tactical Officers Association operates with Veritas in our relationships.
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As Chairman of the Board, it is my pleasure to present you with our 2019 Annual Report. This report highlights the activities, achievements and accomplishments of the National Tactical Officers Association.

For more than 36 years, the NTOA’s goal has been to ensure our members have relevant, identifiable and meaningful training and resources to best fit their departments’ needs while serving their communities. As we progress into a new year, let’s reflect on some of our amazing advancements and achievements in 2019.

The NTOA launched the inaugural LEAD Week in Reno, Nevada. LEAD — Law Enforcement Leadership, Education and Development — was a success and brought the nation’s tactical leadership together, delivering eight courses and over 176 hours of training. LEAD Week 2020 will build upon that success, providing an array of our most sought-after leadership courses.

The NTOA has seen significant growth within the crisis negotiations community. Our Crisis Negotiations Conference continues to exceed previous years’ numbers, as evidenced by our 2019 conference in Scottsdale, Arizona. This conference has shown a 35% increase in attendance since its inception.

After three years of collaboration with members of Congress, in 2019 the NTOA officially launched MIRACLE™ — Mental Illness Response Alternative Center for Law Enforcement. This program is the first of its kind nationally, and brings law enforcement, social health and medical professionals together to educate them on how to form a co-responder type program in their communities. This initiative has inspired members of Congress who are now actively supporting MIRACLE. With this support, the NTOA has secured significant government funding that will increase attendance for members in this training. Learn more at our newly-launched website, miraclesaves.org.

We continue to experience tremendous growth and engagement of our members in the area of training. The Law Enforcement Operations Conference curriculum has grown over 45% in the last five years. Our training department recorded another record year for individual training tracks, with 4,192 individuals attending our courses. These are just a few examples of the NTOA continuing to fulfill our fundamental value of providing relevant, real-world training in handling critical incidents.

As we continue to recognize the need for collaborative partnerships and an open dialogue with other law enforcement organizations, we have fostered partnerships with the IACP, the Department of Justice’s Office of Community Oriented Policing Services (COPS), CRI-TAC (Collaborative Reform Initiative Technical Assistance Center), the National Sheriff’s Association, members of U.S. Congress and other organizations. These partnerships allow us to more effectively deliver services to our members.

We are also proud to announce the introduction of membership eligibility to the Fire/EMS community, which plays such a critical role in the mission of resolving critical incidents and saving lives.

As this association continues to grow with new members and opportunities, please take a moment to recognize the efforts of the staff, instructors and members of the board for their continued efforts in guiding this storied organization in its role as the leader of tactical law enforcement training around the world.

I want to thank you all for your support of the National Tactical Officers Association. It is my honor to provide you with this Annual Report and I look forward to a strong and vibrant 2020 for the NTOA.

Please join us in carrying out our mission, because together we are the World’s Strongest Law Enforcement Operations Training Network!

Stay Safe.

Captain Luke Sherman,
Chairman of the Board
Tulsa (OK) Police Department
The NTOA has come a long way from our humble beginning 36 years ago to become a vibrant association with nearly 40,000 members worldwide. In that time, we have trained more than 100,000 officers, who represent over 17,500 law enforcement agencies. We embrace our founder John Kolman's vision by continuously seeking ways to improve the public's safety through training, education and tactical excellence.

This was an exceedingly strong year for the NTOA with significant accomplishments. In the area of training and education, we delivered over 170 individual courses and trained over 4,000 officers and first responders. We introduced a new training program called LEAD Week – Law Enforcement Leadership, Education and Development. This week-long program featured eight training courses, critical incident debriefs and provided over 175 training hours. Reflecting over the last five years, our annual Law Enforcement Operations Conference has seen a 45% increase in curriculum development and the Crisis Negotiations Conference has experienced a 33% increase in attendance.

Perhaps one of our most gratifying achievements was the announcement of a new initiative called MIRACLE™, an acronym for Mental Illness Response Alternative Center for Law Enforcement. MIRACLE is a tailored system that directly addresses our nation's current mental health crisis and aims to help reduce the use of force and the incarceration rate of people experiencing a mental health emergency, while simultaneously enhancing the safety of first responders.

This year we expanded our membership eligibility to include our Fire/EMS colleagues. We recognized that all first responders must work together during critical incidents to ensure a safe and secure outcome. For this reason, we invited the Fire/EMS community to join the NTOA to further develop their skills through training and education.

These are just a few highlights. Please take a moment to read through the significant accomplishments our members, instructors, staff and board are achieving collectively, all toward the common goal to continue the advancement and sustainability of this great association.

As your Executive Director, I look forward to serving our members, building on our history and shaping the future of the National Tactical Officers Association through stability and growth.

Sincerely,

K. Thor Eells, Executive Director
Across three regions, all 50 states and 24 countries, the National Tactical Officers Association provides training to federal, state, county, municipal, and international law enforcement agencies and other first responders. Our training programs are the heart of the NTOA. It is at this level where our members, students, instructors, and partners professionally, socially, and personally link to each other and the broader law enforcement community.

THE WORLD’S STRONGEST LAW ENFORCEMENT OPERATIONS TRAINING NETWORK
NTOA'S GLOBAL NETWORK

17,500+ AGENCIES

REPRESENTING 24 COUNTRIES ON 5 CONTINENTS

36 YEAR HISTORY

U.S. MEMBERS BY REGION

- WESTERN REGION: 25%
- EASTERN REGION: 29%
- CENTRAL REGION: 29%
- UNITED STATES: 60%

TACTICAL EMERGENCY MEDICAL SERVICES

- SWAT: 60%
- PATROL: 25%
- CRISIS NEGOTIATORS: 5%
- OTHER*: 6%

* Other: Explosive Ordinance Disposal, Fire/EMS Command, Corrections, K9, Narcotics, Sniper, Training, Investigations, Military

17,500+ AGENCIES

NATIONAL TACTICAL OFFICERS ASSOCIATION
2019 LAW ENFORCEMENT OPERATIONS CONFERENCE & TRADE SHOW - ORLANDO, FL

This year, during the 36th Annual Law Enforcement Operations Training Conference & Trade Show, delegates, guests, law enforcement professionals, trainers and sponsors from numerous law enforcement organizations came together, to learn, train hard and network.

The annual training conference curriculum has grown 45% in the last five years.

This year’s conference provided delegates access to over 80 courses, seminars and incident debriefs on topics ranging from tactics to leadership and much more.

The two-day trade show was exceptional this year, as we welcomed more than 75 first time exhibitors. Our sponsors, along with 230 exhibitors, made the exhibit hall a dynamic place to connect with other delegates and vendors. Vendor participation in the law enforcement exhibition significantly surpassed all expectations and provided new cutting-edge technologies, products and solutions to our delegates.

We would like to acknowledge and thank our co-hosts — Orange County Sheriff’s Office, Orlando Police Department and the Florida SWAT Association — who worked tirelessly to make this year’s conference an overwhelming success.

623 TRAINING HOURS
1,000 DELEGATES
230 EXHIBITORS
342 AGENCIES REPRESENTED
45 US STATES
6 COUNTRIES
19th Annual Crisis Negotiations Conference - Scottsdale, AZ

The role of a crisis negotiator is vital to the successful resolution of critical incidents. The 2019 Crisis Negotiations Conference featured nearly 40 training hours, taught by subject matter experts. Presentations included several thought provoking seminars and timely incident debriefs that provided meaningful and high quality training to enhance tactics, leadership and professionalism.

Conference Attendance Has Grown 33% in the Last Five Years

39 Training Hours

Over 350 Delegates

139 Agencies From 32 States

3 Countries
The NTOA provides premier education, training, and networking opportunities connecting nearly 40,000 members worldwide. More than 140 subject matter experts shared their knowledge across the continental US and abroad. The NTOA trained over 4,000 law enforcement officers and first responders. In 2019, the NTOA delivered over 170 individual training courses, seminars and hands-on exercises.

“...The level of professionalism that the instructors displayed is what should be expected of any law enforcement instructor.”

- Detective | AZ

TOTAL TRAINED
4,192

OVER 30 TRAINING TOPICS

TOTAL TRAINING COURSES
171

25% INCREASE IN TRAINING DEMANDS OVER THE PAST 5 YEARS
OVER 30 TRAINING COURSE TOPICS

Advanced Crisis Negotiations
Advanced Response Police Officer
Armored Rescue Vehicle Tactics
Ballistic Shield
Basic Crisis Negotiations
Basic SWAT
High-Risk Warrant Service
Hostage Rescue
Law Enforcement Response to Suicidal Subjects - Legal Realities and Options
Less-Lethal / FSDD / Chemical Agent Instructor Certification
MAGNUS Leadership
Turbocharging Star Performance
Managing an Incident
Command Post and Tactical Operations Center
Manual and Shotgun Breaching
Night Vision Operators
Police Counter Ambush Tactics
Police Response to Active Shooter Instructor Certification
Rescue Task Force
Resolution of Barricaded Suspect
Scenario Based Tactical Operations
School and Workplace Violence: Preparation and Response
Shotgun Breaching Techniques
Sniper 1
Supervising Patrol
Critical Incidents
SWAT Command Decision-Making and Leadership
SWAT Team Leader Development
Tactical Emergency Medical Support (TEMS)
Tactical Mission Planning & Briefing
Tactical Scouting
Technology in Tactical Operations
Training Management and Risk Mitigation for SWAT

HOSTAGE RESCUE TRAINING

At the end of the training week our team completed multiple fast-paced field training exercises which improved and enhance their tactical skills. The NTOA and their instructors met their mission statement and exceeded our team’s expectations.

- Commander | AL

SWAT TEAM LEADER DEVELOPMENT

This course was the best training I have attended in a very long time! I have never attended a training in which I felt completely challenged to re-evaluate my position in my career or how my department/team operates. The personal touch of the instructor’s presentation hardened my dedication to doing my job the right way and to motivating those around me to be held to the same high standard.

- Lieutenant | MD

BASIC SWAT

NTOA’s Basic SWAT course is the best training I have attended in my law enforcement career. This course taught excellent material for use in both SWAT and patrol. Since I am mostly patrol, it was great to see that the same techniques can be applied. I learned that the technique of slow, deliberate planning and movement gets to the same objective and is hopefully safer.

- Police Officer | PA
In 2019, the NTOA introduced a new training program called LEAD Week - Law Enforcement Leadership, Education and Development. The development of LEAD Week provided an array of our most sought after leadership courses, led by some of the nation’s best law enforcement instructors. In one location, this week-long program delivered 8 training courses, critical incident debriefs and over 175 training hours.

**TRAINING COURSE TOPICS**

- Law Enforcement Response to Suicidal Subjects - Legal Realities and Options
- Managing an Incident Command Post and Tactical Operations Center
- Supervising Patrol Critical Incidents
- SWAT After Action Reporting
- SWAT Command Decision-Making and Leadership I/II
- SWAT Team Leader Development
- Training Management and Risk Mitigation for SWAT

*Both instructors were very knowledgeable and had a way of relating their knowledge base and experiences to the class. I have attended numerous training courses throughout my career and I can honestly say this is one of, if not the best. I would highly recommend this to any existing or potential team commander, regardless of experience.*

- Lieutenant | NJ
In 2019, the National Tactical Officers Association announced a new initiative called MIRACLE™, an acronym for Mental Illness Response Alternative Center for Law Enforcement.

MIRACLE is a tailored system that directly addresses our nation’s current mental health crisis. The system enables first responders to not only better handle the immediate concerns of ensuring community safety when encountering a person with serious mental illness, but also focuses on long-term solutions to reduce the burden on hospitals, transport, call centers and more.

Designed not to be a “one size fits all” system, MIRACLE’s services can be customized to meet each organization’s needs based on their current resources and capabilities.

**Programs Include:**
- Communication Skills
- Crisis Intervention Training
- Law Enforcement Response Alternatives to Suicidal Subjects
- Law Enforcement Response and Interaction with the Intellectual & Developmental Disability (IDD) Community
- Mental Health First Aid
- Officer Wellness & Resiliency
- Policy Development Assistance
- School and Workplace Violence: Preparation and Response

MIRACLE was conceptualized by the NTOA, the only organization to create a multi-faceted resource providing our nation’s communities with the blueprint, training, best practices and expert resources for implementing effective and compassionate tactics for first responders interacting with those struggling with mental illness during times of crisis.

MIRACLE aims to help reduce the use of force and the incarceration rate of people experiencing a mental health emergency, while simultaneously enhancing the safety of first responders.

miraclesaves.org
TACTICAL COMMAND CERTIFICATION

The blended learning program incorporates leadership concepts, theories and models and applies them to the role of the Tactical Commander and Team Leader. This intensive three-tier certification program prepares students to anticipate and manage current and future challenges facing their team, agencies and communities.

LEADERSHIP PRINCIPLES

The comprehensive Learning Modules focus on contemporary leadership principles and concepts such as Transformational, Servant and Tactical Leadership; Motivation, Strategic Planning and Change Management; Communication and Ethical Decision-Making.

DECISION-MAKING

The intensive three-phase program directs and challenges students to plan and learn to make decisions at the Tactical, Operational and Strategic level. They will engage in the analysis and planning of dynamic tactical situations and apply current leadership principles considering the effects on all stakeholders.

Every officer is a leader!
MEMBER TESTED & RECOMMENDED PROGRAM

OPPORTUNITY TO RECEIVE VALUABLE FEEDBACK ABOUT TACTICAL OPERATORS’ PRODUCT USE IN REAL-WORLD SITUATIONS.

Since 2003, members have tested more than 2,500 products in real-world situations through the NTOA’s Member Tested and Recommended Program (MTRP). Results of these tests are shared with the law enforcement community in The Tactical Edge magazine, our online database, our eNewsletters and the product manufacturers themselves. The MTRP logo is widely displayed on product packaging, ads and websites, and is regarded by many law enforcement agencies as paramount to their product purchasing decisions.

The Member Tested logo is valid for two years. After two years, the manufacturer must either resubmit the product for new testing or pay the renewal fee if the product has not changed in any way. Products that score lower than 3.0 will not receive approval. Test results will be sent to the manufacturer in hopes that improvements can be made to the product. Products can be resubmitted to the program. There is no guarantee of a particular rating upon submission – NTOA does not control the comments of the field testers. The NTOA, as an organization, makes no representation as to the product submitted to the program or its use, effectiveness or safety. The only representations and warranties applicable to any particular product are those of the manufacturer.

The NTOA selects members to serve as field testers. MTRP field test results do not constitute an endorsement of any product on the part of the NTOA as an organization or entity. The NTOA does not independently verify the information submitted by field testers nor does the NTOA verify the representations and warranties or product manufacturers.

HOW THE PROGRAM WORKS

1. A manufacturer MUST provide the NTOA with up to 4 samples of a product.
2. Products MUST BE THE SAME version as those sold/available to the law enforcement community.
3. The NTOA selects members to test the product samples.
4. Field testers evaluate the sample product in real world situations and complete an online review.
5. Products will be tested and scored on a scale of 0.0 to 5.0 in 13 possible categories (not all categories are applicable). Scores will be averaged both individually and cumulatively.
SCHOLARSHIPS

2019 SCHOLARSHIP RECIPIENTS

Congratulations to the accomplished students who were awarded our 2019 James Torkar Educational Scholarship. Each winner demonstrated outstanding scholastic achievement and community service. Each student received a $2,500 educational scholarship.

The NTOA established The James Torkar Educational Scholarship Program for dependent children of members. This program provides scholarships for tuition and other eligible expenses through an IRS 529 College Savings Plan or a direct payment to the educational institution. Members may also sponsor a child of a deceased member for the scholarship.

Since the scholarship program’s inception in 2010, the NTOA has awarded $150,000 in educational scholarships.
2019 AWARD RECIPIENTS

JOHN KOLMAN AWARD OF EXCELLENCE
Named for the NTOA’s founder, Capt. John Kolman (ret.), this award is presented each year to the person who contributes the most to further the goals of the tactical community. A selection committee bases its decision on an evaluation of his or her performance, dedication and leadership.

2019 Recipient
Commander Jeffrey Selleg
Port of Seattle Police Department (WA)

SPIRIT OF NTOA AWARD
This award honors an individual, corporation or organization whose work epitomizes the ultimate vision of the NTOA – to save lives. Consideration is given to those who have a long-term commitment to promote officer safety, collegiality, sound tactics and professionalism.

2019 Recipient
Dr. Mitch Javidi
International Academy of Public Safety (NC)

K9 SWAT DEPLOYMENT AWARD
The K9 SWAT Deployment Award is presented to the canine handler who successfully utilizes a police dog during a SWAT operation and whose actions demonstrate extraordinary courage and dedication to the protection of the fellow officers and the public.

2019 Recipient
Officer Sean Malia
Las Vegas Metro Police Department (NV)

UNIT CITATION FOR VALOR
This award is presented to a SWAT/tactical unit whose members distinguished themselves through valorous actions during a tactical operation. A selection committee reviews a situation in which members of the nominated unit clearly act without regard for the safety of their own lives in order to neutralize a suspect, thus protecting fellow officers and/or innocent victims and bystanders.

2019 Recipient
Cobb County Police Department SWAT Team (GA) | Team Members: Officers Brett Gossett, Caleb Reid, David Cavender, J.C. Tranquille Jr., Zachery Day
LEADERSHIP

DIRECTORS AND EMERITUS

Chairman of the Board
Captain Luke Sherman
Tulsa Police Department | OK

Secretary
Lieutenant Matt Hardesty
Seminole County Sheriff’s Office | FL

Treasurer
Master Officer Steve Mescan
Pittsburgh Police Department | PA

Eastern Region Directors
Detective Jason Behun
Cape Coral Police Department | FL
Lieutenant Matt Hardesty
Seminole County Sheriff’s Office | FL
Master Officer Steve Mescan
Pittsburgh Police Department | PA

Central Region Directors
Chief Bart Branyon (ret.)
Kansas Alcoholic Beverage Control | KS
Chief Bob Chabali
Fairfield Township Police Department | OH
Captain Luke Sherman
Tulsa Police Department | OK

Western Region Directors
Undersheriff Wayne DuBois,
Flathead County Sheriff’s Office | MT
Sergeant Jason Mudrock (ret.)
Unified Police Department of Greater Salt Lake | UT
Lieutenant Dan Murphy
Fort Collins Police Services | CO

Emeritus
Chief Mike Foreman (ret.)
Orange County Sheriff’s Office | FL
Captain Keith Frakes (ret.)
Maricopa County Sheriff’s Office | AZ
Chief Phil Hansen
Santa Maria Police Department | CA
Lieutenant Brock Simon (ret.)
Los Angeles County Sheriff’s Office | CA
Dr. Richard Carmona
17th US Surgeon General | AZ (TEMS Emeritus)

SECTION CHAIRS

NTOA Section Chairs act as the point of contact for association members seeking advice or information on matters related to a specific discipline. Section Chairs provide recommendations to the NTOA Board of Directors for its consideration/disposition.

Behavioral Sciences: Dr. LaMaurice Gardner, Psy. D., Oakland County Sheriff’s Office | MI
Canine: Corporal Brad Smith (ret.), West Covine Police Department | AZ
Chaplaincy: Inspector Rick Iannucci (ret.), U.S. Marshal Service | NM
 Corrections: Warden Robert Farley (ret.), U.S. Department of Justice | OK
Crisis Negotiations: Lieutenant Patrick Doering, Lake Saint Louis Police Department | MO
Defensive Tactics: Officer George Ryan III, Los Angeles Police Department | CA
Explosives/EOD: Officer Thomas Lynch (ret.), Philadelphia Police Department | PA
Firearms: Lieutenant Jonathan Bigelow, Orlando Police Department | FL
Intelligence/Terrorism: Lieutenant Dan Colasanto, Garland Police Department | TX
Legal: Eric Daigle, Esq., Daigle Law Group | CT
Less Lethal: Lieutenant David Pearson, Fort Collins Police Department | CO
Multi-Jurisdictional SWAT: Sergeant Jason Pepper, Elko Police Department | NV
Patrol: Officer Christopher Periatt (ret.), Saint Clair Shores Police Department | MI
Physical Fitness: Deputy Gregory Amundson, Santa Cruz Police Department | CA
Sniper: Sergeant Gar Haugo, Fort Collins Police Department | CO
Strategy Development: Commander Charles (Sid) Heal (ret.), Los Angeles County Sheriff’s Office | CA
Tactical Command: Commander Jeffrey Selleg, Port of Seattle Police Department | WA
Technology: Captain Mark Pergola, Seminole County Sheriff’s Office | FL

LEADERSHIP
IS NOT A POSITION OR A TITLE,
IT IS ACTION AND EXAMPLE
THE TACTICAL EDGE

The complete professional journal of the law enforcement special operations community.

Widely considered the leading authority in law enforcement operations information, The Tactical Edge reaches over 40,000 officers from more than 17,500 agencies and divisions. For more than 36 years, our award-winning journal has been on the forefront of law enforcement publications, featuring timely content from a legion of seasoned experts. Articles focus on current patrol and tactical topics, as well as crisis negotiations, EMS and a variety of other specialties.

CIRCULATION

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READERSHIP

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<th>LAW ENFORCEMENT AGENCIES</th>
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SOCIAL MEDIA

The NTOA has a comprehensive social media platform to actively engage with our members, instructors, the law enforcement profession and the communities they serve. CHECK US OUT!

59,600+ FOLLOWERS
Facebook, Twitter, Instagram & Linkedin

29% INCREASE IN FOLLOWERS

NATIONAL TACTICAL OFFICERS ASSOCIATION

@NTOAHQ
3,403 Followers

LinkedIn
35,445 Followers

@NTOAHQ
4,318 Followers
HONORING OUR PAST
with an
EYE TOWARD the FUTURE

1983
FOUNDED

The NTOA is founded by Capt. John Kolman of the Los Angeles County Sheriff’s Department.

The first issue of The Tactical Edge, a leading authority in tactical operations information, is published. Today the journal reaches over 40,000 law enforcement officers from more than 17,500 agencies.

1984

The first Tactical Operations Conference is held in Albuquerque, N.M., with 93 attendees, representing 39 agencies, from 15 states.

1986

The Member Tested and Recommended Program is launched, putting products to the test by practicing law enforcement officers.

1992

The NTOA membership expands to include not only SWAT teams, but all sworn law enforcement officers, corrections and our first responders.

2001

The first Crisis Negotiations Conference is held in Phoenix, AZ with 236 attendees, representing 87 agencies, from 28 states.

2002

The first John Kolman Award of Excellence is presented to Officer Steven Rodriquez of the Albuquerque Police Department.
The NTOA SWAT Standard is created to establish a basic set of standards for law enforcement professionals.

The James Torkar Educational Scholarship is established for dependent children of NTOA members. Over $150,000 has been awarded over the past 10 years.

The NTOA SWAT Standard is revised to reflect contemporary issues.

The NTOA Academy, an educational process designed to professionalize tactical operations personnel at all levels through applied education and training requirements leading to credentialization, is launched in partnership with IAPS.

With an eye toward the future, but honoring our past, the NTOA debuts a new logo on its 35th anniversary.

The SWAT Standard is again updated, and renamed the NTOA Tactical Response and Operations Standard to better reflect its mission.

NTOA Headquarters move to Colorado Springs, CO.

NTOA introduced a new training program called LEAD Week - Law Enforcement Leadership, Education and Development.

Announced a new initiative called MIRACLE™ - Mental Illness Response Alternative Center for Law Enforcement.

The NTOA expanded its membership eligibility to include the Fire/EMS community.
UPCOMING ANNUAL CONFERENCES

37TH ANNUAL LAW ENFORCEMENT OPERATIONS CONFERENCE & TRADE SHOW

September 13-18
Kansas City Marriott Downtown and The Kansas City Convention Center

20TH ANNUAL CRISIS NEGOTIATIONS CONFERENCE

NOVEMBER 16–19, 2020
Scottsdale, AZ

Incident Debriefs • Seminars
Vendors • Networking

National Tactical Officers Association  |  800-279-9127  |  ntoa.org