

# Center on Policing Rutgers University Newsletter



Spring 2022

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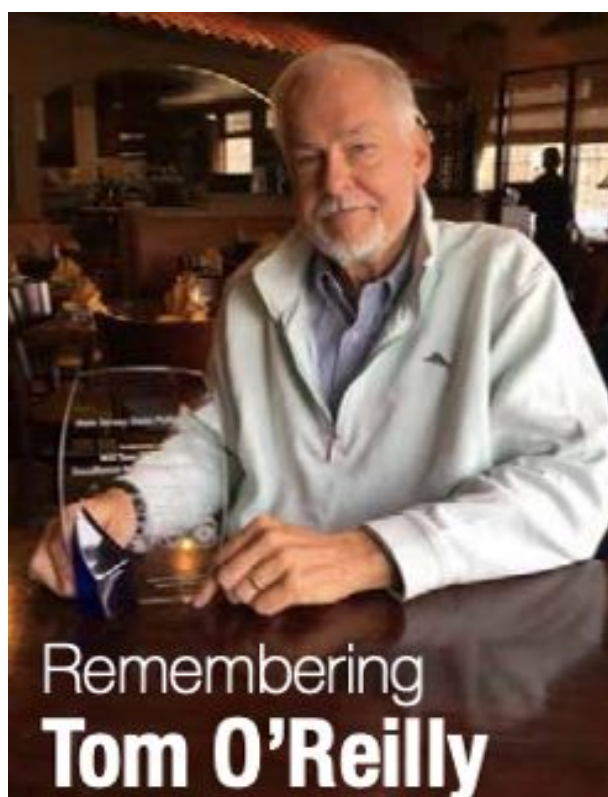
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## Memorial Submissions



Tom O'Reilly was known to everyone as a selfless public safety servant who served within federal and state jurisdictions during his career. Tom was a leader who added a calming voice of reason to even the most volatile issue. He will forever be known as a champion of numerous programs, initiatives, and public safety strategies such as “See Something Say Something” a part of the Suspicious Activity Reporting program. Tom was a perpetually busy man, yet Tom still made time to do what he did best, and that was a mentor. Tom’s greatest impact was not his illustrious career defined by his far-reaching success but by his innate mentoring ability—through which the next generation will lead following his example. But what Tom loved most was his family. He was an avid outdoorsman who loved taking his kids and grandkids out camping or fishing on his boat. His familial legacy will live on just as his initiatives will. The world is a safer place today, thanks to Tom’s dedication.

# Remembering Tom as a Mentor

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I remember Tom as a very busy man. He always had a project he was working on, always had calls, always had meetings. But he also always had time for the interns.

The Center on Policing has a robust internship program and Tom was always an important part of it. Students just starting their professional careers would walk through our doors, often without a very clear plan of what they wanted to do after graduation. Tom would take the time to get to know them, organize their skills and passions into “buckets,” and help them clear a path forward. He had a real talent for helping people figure out what they really wanted to do with their lives.

Tom also inspired excellence in those around him. The tasks he would assign would be challenging, but he always had confidence in your ability to get the job done. The work might be hard, but Tom knew you were up to it. That kind of support in the workplace, and in life, is rare and to be treasured.

I was one of the first interns to join the Center. I wouldn't be the professional I am today without Tom's patience, guidance, and good humor. I hope in some small way I can help the Center on Policing carry on Tom's incredible legacy.

Rosalyn Bocker Parks, Ph.D.  
Research Project Manager  
Rutgers University Center on Policing

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I was first introduced to Tom O'Reilly and the Rutgers University Center on Policing through the Homeland Security Fellowship I was awarded during my master's degree studies at Rutgers Division of Global Affairs. The work done by Tom, Linda Tartaglia and staff, and the interest they took in the development of interns made a lasting impression on me. The subject matter also seemed a natural fit and a complement to my interests. I later had the opportunity to work closely with Tom at the Center on Policing. He recognized my genuine interest in the field of law enforcement and public safety and gave me every opportunity possible to develop professionally in the field. After obtaining my master's degree, he continued to encourage me throughout my Ph.D. work. I now have my Ph.D. and work with the Center on Policing. I remain truly grateful for all Tom did to assist and encourage me on my way. Thank you Tom.

Kathryn Duffy, Ph. D.  
Research Associate  
Rutgers University Center on Policing

# Remembering Tom as a Leader

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Even with his storied background, Tom was a soft spoken and humble public safety servant. But to those that knew him, Tom likened himself to a simple fisherman. He knew just how to leverage the lessons of angling to advance crucial programs, initiatives, and strategies to elevate and enhance missions within the public safety domain.

While the nationwide SAR initiative is a permanent fixture in our nation's homeland security arsenal, the implementation of such an effort wasn't easy. Bringing together multiple federal agencies, state and local authorities, and a host of other governmental entities required not only a strong leader, but one who could leverage relationships and the experiences he endured throughout his career.

The need for innovative public safety initiatives, whether in the domains of crime, counter terrorism, or pandemic crises, will always exist in a civilized society. Yet challenging the status quo, bringing diverse entities together, and cultivating a culture of collaboration will always be the bane for those public safety professionals looking to make a difference. In the wake of our nation's worst terrorist attack, Tom O'Reilly rose to the occasion to develop a nationwide information-sharing program designed to protect Americans. He attributed his success to his experience as a fisherman. The lessons he provides can assist us as we seek to enhance public safety and implement new and exciting programs and initiatives.

Lt. Col. Ray Guidetti  
Fr. Deputy Superintendent NJSP

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It is difficult for me to identify one memorable moment involving Tom O'Reilly as I witnessed many, so I will start at the beginning of those continuous moments wherein Tom was worthy of recognition. It was in 2007, when I first witnessed the leadership displayed by him in identifying and bringing together key Federal officials to form a coalition of the willing in support of the new concept now known as the National Network of State Fusion Centers.

I witnessed a man maneuver through the challenges and the personalities to form a community of support which is represented today in the National Fusion Centers Directors Association. His knowledge of public policy, law enforcement and the issues involving information sharing was clearly recognized by everyone, which in my opinion spoke to the respect that we all had for Tom. The coalition of support he formed actioned recommendations made in the National Criminal Intelligence Sharing Plan, Version 1.

Personally, I am a better leader because of Tom. He was a mentor and friend. I learned many things from Tom, most notably, how to make your position heard without controlling nor consuming the conversation. Tom was a skilled tactician because of his vast knowledge and experience. When I think of Tom, I sometimes wonder why he took me under his wing. I came to realize that I was one of many who benefited from Tom's sound counsel and guidance. I do believe it helped me that one of Tom's best friend and college roommate was a retire ATF special agent, and let's not forget I am 100% Irish.

Tom's accomplishments are vast, and he continues to touch us in so many ways. A quote that comes to mind that I believe best describes Tom is one from New York Yankee Hall of Fame catcher Yogi Berra; "Behind every good man is a woman, and behind me is an umpire." I would venture to say, all that have that been touched by Tom would say, behind each of us there was Tom.

James McDermond  
Assistant Director, ATF

# Remembering Tom as a Civil Servant

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I met Tom on a cold, clear day in early 2006. I was new to the Federal Government, having joined the US Department of Justice the previous September. Tom was in town to interview with the Bureau of Justice Assistance to help lead post 9/11 reforms to improve government-wide intelligence and information sharing. Early on I asked him, after a storied career with New Jersey Department of Public Safety, culminating in the role of Assistant Attorney General for Administration, why did he want to come to Washington, DC? He told me the story of how he was on the job on September 11, 2001. How he helped organize the State's response after the tragic events early that day. How Liberty State Park, across from lower Manhattan, became a receiving station for the deceased. He and many others that day across state and local justice, public safety, and law enforcement committed to be part of the solution.

Tom and I became unlikely partners. He was a recognized leader with deep understanding of and operational, management, cultural, policy, and strategy considerations. Me, an electrical engineer, and information technologist. Tom's style was genuinely collaborative and networked. He was very comfortable in his own skin and never injected ego in anything he did. He was always building up and acting through others – me included. I made plenty of mistakes, and he would regularly and privately counsel me, and help me learn and be better. Every day with him felt like a graduate seminar in Civics, which was a great thing because of the need to get all aspects of government via federal state, and local agencies, innovate and work together within our Constitutional and Legal framework to better protect the Country from harm. I recognized in him a Godsend, an incredible partner and mentor. I had a great run working data and information sharing issues at DOJ, in the White House, and eventually as the government-wide lead for terrorism-related information sharing. All of that was a result of our collaboration.

One thing he taught me was the importance of looking at what we were doing from the perspective of the result with people, thinking through unintended consequences, and working back from that. He has a remarkable intuition honed over decades working in public safety and law enforcement administration. He often remarked on his experiences and what he learned helping to manage the DOJ consent decree in the 1990s with the New Jersey State Police, as he thought through operationalizing Privacy, Civil Rights, and Civil Liberties in national security and law enforcement settings. He was the embodiment of Sir Robert Peele's dictum, "The Public are the Police, and the Police are the Public". His sensibility and leadership on these issues, along with many others, eventually was tested on a core post-911 innovation, See Something Say Something and its backend, the Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI). Tom built and led the NSI, which was in turn built on 16 behaviors reasonably indicative of per-operational criminal planning or terrorism-related activities. Eventually the SAR Functional Standard was challenged in the 9<sup>th</sup> Circuit Federal Court by the Northern California branch of the ACLU. The suit was dismissed, in large measure because of his leadership and foresight in building the NSI thinking back to the people that would be impacted and protected.

Kshemendra Paul  
Former Program Manager for Information Sharing

# Remembering Tom as a Colleague

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My first acquaintance with Tom O'Reilly was during the candidate process for the position of superintendent of the New Jersey State Police (NJSP). There were many luminaries on the selection committee, to include a college university president, former state attorney general, and a former FBI director. It was apparent that Tom was the point of reference in this process.

As superintendent and colonel, my relationship with Tom in his role as the public safety and law administrator in the state attorney general's office was critical to the success and effectiveness of my administration of the state police. I was appointed in the initial stages of a federal consent decree and Tom understood that reform involved increased management accountability, the proper accounting of patrol activities, a fair and expedient internal investigations process, upgrading training and its effectiveness, and the ability to both recognize improper behavior and compliment good behavior. All of this was costly and the computer systems and programs that had to be developed to conduct these tasks were immature in law enforcement and had to be built from the ground up and without a lifeline to existing practices. Tom never hesitated to write the check in advancing these goals and NJSP is a much-respected agency for those efforts.

Tom was instrumental in building the Regional Operations and Intelligence Center (ROIC) for NJSP before it was fashionable to call it a fusion center. After our mass deployment to assist New Orleans in the aftermath of Hurricane Katrina, we realized that a hybrid facility serving the complementary needs of emergency management and criminal intelligence was the path forward for NJSP. As a result of Tom's vision, the ROIC stands today as a first-class fusion center that has pioneered many crime-fighting and emergency response initiatives for both state, local, and regional law enforcement. Years later, I still refer to the ROIC as "the house that Tom built."

Tom's subsequent career at the U.S. Department of Justice was marked by distinction and innovation. His work on Suspicious Activity Reporting, Tips and Leads, and many other programs did much to reduce the threat landscape in a country still recovering from the attacks of September 11. There are no corners in American law enforcement where Tom's work has not achieved household familiarity and utility. He was twice recognized as a Top 100 Federal Employee, among a workforce of more than two million.

The last chapter of Tom's career was at the Rutgers Center on Policing, formerly the Police Institute, as founded by criminal justice icon and his good friend, George Kelling. For a time, Tom served as the Center's director and his legacy includes initiatives such as Excellence in Policing, wherein Tom pointed out that the law enforcement profession had the requisite best practices and subject matter experts to assist any police department who may require them, and without the need for a lengthy federal investigation and subsequent imposition of a consent decree.

Suffice it to say that Tom's passing left an enormous void in the profession of policing. Those of us who knew and collaborated with Tom learned much from him as a mentor and it imparted a responsibility to continue his work in the further security of our country and the safety of our communities.

Thanks for everything, Tom.

(Ret.) Col. Rick Fuentes, Ph.D.  
Fr. NJ State Police Superintendent

# Remembering Tom as a Friend

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After the tragic and cowardly attacks on our country on September 11, 2001, several high-ranking individuals from state police and state criminal justice agencies immediately recognized the need to dramatically change the way we did business within our own states, and how we interacted with the federal agencies that were designed to protect us. These individuals realized the need to be solution oriented. They knew they had to be leading the solution to effect change through the creation of programs intended to inform law enforcement of terrorist tactics, to develop and implement intelligence collection and sharing systems, to create early warning mechanisms to enable the public and law enforcement to report suspicious activity, to develop policies designed to lawfully share this information and intelligence with those who needed to view and action it, and to safeguard the privacy of others.

Mr. Thomas J. O'Reilly of the Office of the Attorney General for the State of New Jersey was one of those individuals.

I first met Tom in the early part of 2004, in Kentucky, when I attended a conference sponsored by the Council of State Governments that aimed to analyze and share state-specific best practices<sup>[1]</sup>. I recall being divided into break-out groups to discuss these best practices and nominating a leader to present them to the larger group. Tom was selected by his group to share the results of their interactions. He stood in front of the room of about 100 attendees and presented expertly. It was crystal clear to me that Tom oversaw a robust number of counterterrorism activities that were occurring in New Jersey, and he was not waiting for others to tell him what to do. He was undoubtedly leading the effort. Tom's delivery on that day was organized, well thought out, thorough, intelligent, very deliberate, and he commanded everyone's attention. Shortly after the presentations we enjoyed lunch together and dissected the best practices in detail. This was the start of our journey as friends and colleagues for many years.

Later in 2004, I became very involved with the Global Advisory Committee (GAC) and the Criminal Intelligence Coordinating Council (CICC). In those capacities I was able to meet with other heads of law enforcement agencies regularly, including Tom. My initial opinion of Tom as a consummate professional was validated each and every time, I interacted with him and furthered each time I listened to Tom present to a group. Every time he spoke it was from a position of authority, and with purposed conviction because he always had something meaningful to say. The GAC and the CICC produced many reports and papers – too many to list here - on intelligence and information development and sharing, privacy, technology, and how to integrate law enforcement into the fabric that protects our country. One of the more significant reports, and the culmination of many efforts Tom expertly contributed to, was the October 2007 National Strategy for Information Sharing that is still having an impact on protecting our country from adversaries, both here and abroad.

In January of 2008, I left the New York State Police and joined the Federal Government in the Office of the Director of National Intelligence and later as the Principal Deputy Under Secretary for DHS Office of Intelligence and Analysis. A short time later Tom left New Jersey and joined the Federal Government's Bureau of Justice Administration that was responsible for developing programs and providing grants. In these capacities Tom and I were able to work more closely on a much more regular basis. We were jointly committed to sharing what state, local, and tribal law enforcement had to offer in the protection of the homeland with the federal government. Tom had one of the more significant portfolios in those efforts when he led the National Suspicious Activity Reporting Initiative (NSI.) I can say confidently, it was not always easy navigating the Federal Government, especially when you came from the outside, when you are trying to change the way federal agencies do things, and especially when you are trying to share critical homeland security information between federal agencies. Despite these challenges Tom always put his best foot forward.

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He worked professionally by providing real world, logical examples that left little opportunity for opposition or argument. Tom operated with a sheer will and determination because he knew it was the right thing to do. The NSI lives on today as a representation of Tom's tireless efforts and selfless commitment.

When the news of Tom's passing came in early 2020 it was both a shock and a loss to those who worked so closely with him for so many years. We respected him immensely and considered him a friend. Despite the lingering loss of our friend, I can say with a great deal of confidence that Tom O'Reilly left a legacy that has made our country safer from harm.

Bart R. Johnson  
Colonel – New York State Police (Ret.)  
Former Principal Deputy Under Secretary DHS Office of Intelligence and Analysis

# Remembering Tom as a Teacher

I retired from the Florida Department of Law Enforcement in December 2002 and joined the Institute of Intergovernmental Research (IIR) the same month. My assignment was to work with Global, and more specifically, to manage the development work of the Global Intelligence Working Group which ultimately became the CICC. I met Tom one afternoon after a Global meeting and was struck by his background and knowledge, his desire to improve information and intelligence collection, and his desire to share this across all levels of law enforcement.

Tom became a real friend and business partner as we, along with a very dedicated group of law enforcement officials from around the country, worked to develop and provide guidance to the CICC, Fusion Center Development effort, National Criminal Intelligence Sharing Plan, and other national efforts.

When Tom joined BJA and became the Director of the National Suspicious Activity Reporting project, we, and members of IJIS were assigned nearly full time to support the effort. Tom was relentless and worked tirelessly to not only develop and nurture the rollout of a national model to share suspicious activity, but also worked to develop training for law enforcement and all sectors of public safety.

Tom was one of the finest men that I ever worked with. He loved his work, he loved his family and friends, and he was a master storyteller. Tom was a great guy to have a Guinness with after the day was done. I sure miss him!

Robert Cummings (Ret.),  
Institute of Intergovernmental Research

# Reflections on Tom O'Reilly A Life Well Lived

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I have worked in the criminal justice field for forty-seven years, thirty-eight of those as a police officer. During that time, I have worked with some of the best academics, policymakers, and practitioners in the field. I have studied the texts, papers, and speeches from them and many others. Some of these names, Bill Bratton, George Kelling, Jack Maple, and Bob Wasserman, are among the most respected minds in law enforcement and criminal justice. In my humble opinion, my good friend, Tom O'Reilly, ranked alongside those other great leaders. After graduating from Northeastern University in 1972, Tom dedicated the next forty-eight years to improving the safety and quality of life in his home state of New Jersey and across the country. Tom was a proud American, a patriot, and someone that dedicated his life to public service.

I first met Tom in the late 1990s when he was active on the Executive Board and as the President of the National Criminal Justice Association (NCJA), and I was the president of the National Narcotic Officers' Associations' Coalition (NNOAC). We collaborated on the need to maintain funding for the Byrne Justice Assistance Grants and other important law enforcement programs. But it was after the terrorist attacks of 9-11 that I had the privilege to work closely with Tom. We were both involved in the Global Justice Initiative (Global) and later the Criminal Intelligence Coordinating Council (CICC).

In 2006, Tom left his position as Administrator of the New Jersey Department of Law and Public Safety to serve at the United States Department of Justice, Bureau of Justice Assistance. During Tom's six years at DOJ, I had the opportunity to work closely with Tom through Global, CICC, and the Fusion Center PMO Advisory Board.

It was Tom's vision and leadership that led to the creation of the National Suspicious Activity Reporting Initiative (NSI) and the National Information Exchange Model (NIEM). As the Director of the NSI, Tom led a multi-agency Program Management Office which included representatives from the U.S. Department of Justice, Office of the Directorate of National Intelligence (ODNI), Federal Bureau of Investigation (FBI), Department of Homeland Security as well as state, local and tribal law enforcement agencies to implement SAR nationwide. Based on Tom's work, thousands of law enforcement and other public safety professionals were trained on SAR reporting, and thousands of SAR's have been reported.

When Tom left DOJ to serve as the Director of the Center on Policing at Rutgers University, he didn't miss a beat. Through his participation in criminal justice associations, including IACP, ASCIA, IJIS, and the National Fusion Center Association, Tom continued to make valuable and lasting contributions to the public safety mission. Tom struggled with health issues in recent years but was still a tireless worker, often crossing the country to participate in conferences and meetings. He never took the easy road. Instead, Tom continued to write, speak, blog, and influence public policy. An examination of Tom's contributions to public safety would reveal that his fingerprints are on many of the programs and policies that are in use today. Tom would call me several times a week, often late in the evening. He usually started our conversation with "hey, you got a minute," which meant that he wanted feedback on a new idea or help to promote an important policy. While these calls usually started with a discussion involving work issues, they always included sharing stories about family, travel, and other fun topics.



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During these calls and in most of the hundreds of times that Tom and I got together, he would speak with great pride about his wife Jane, his sons' grandchildren, and siblings. Tom loved to talk about time spent at the vacation home that he and Jane had in Sea Isle City, going out on his boat, and catching big fish. While I have never doubted Tom's word, I personally never saw any of those fish.

Maybe Tom's greatest contribution was as a teacher. He was as dedicated a public servant as anyone that I have ever met. Tom served as a loyal friend, teacher, and mentor to many of us serving in the public safety field. Tom had a humble and low-key manner of working with persons regardless of their seniority or rank. Because of this, he was loved and respected by everyone who had the privilege of working with him. I am a proud member of a group of great friends, "the Tom O'Reilly Band of Brothers." This group includes Rick Fuentes, Bart Johnson, Jim Sheehan, Russ Porter, Keith Squires, Bob Cummings, Ray Guidetti, Jim McDermond, Kshemendra Paul and Mike Sena. Every one of these men is a well-known law enforcement leader who has had great accomplishments in their career. I am sure if you asked them, they would each give credit to Tom O'Reilly for contributing to their success. And like me, they would each credit Tom O'Reilly for making them not only a better leaders but better people.

Tom and I both believed in the nobility and importance of the law enforcement profession. We both had great pride in our shared Irish heritage and enjoyed gathering with friends to share stories while enjoying a good meal and a well-crafted martini. On February 13, 2020, I had meetings in Trenton, New Jersey, and that evening I had dinner with friends from the New Jersey State Police and Tom O'Reilly. We had a great evening, telling stories while enjoying the hospitality of the Yardley Inn and two perfectly mixed martinis. It is a night that I will always remember because it was the last time that I would see my dear friend alive. On Thursday, February 20th, I received the call from Rick Fuentes that Tom had died unexpectedly as he and Jane were getting ready to leave for a well-deserved vacation.

During Tom's career, he received countless awards and commendations for his many contributions to public safety, including being a two-time recipient of the Top Federal 100 Award. But for all the accolades that Tom received, I know that he would most like being remembered as a loving husband to Jane, a great brother to Larry and Mari, a proud father to his sons Thomas Jr., Michael, and Brian, and as a dedicated and loving grandfather to Braden, Colin, Logan, and Charlie.

May God Bless you, Tom. I miss you every day.

Ron Brooks  
San Jose, CA  
December 31, 2020



**Tom O' Reilly, Grand Marshal of the 2017 Trenton, New Jersey, St. Patrick's Day Parade, with Linda Tartaglia, Director of the Rutgers University Center on Policing.**