

THE ASPEN INSTITUTE

ASPEN SECURITY FORUM 2012

SECURING THE NATION'S LARGEST CITY

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Aspen Meadows Campus  
Colorado, 81612

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LIST OF PARTICIPANTS

RAYMOND KELLY  
Commissioner, New York Police Department

WALTER ISAACSON  
President and CEO, the Aspen Institute

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1 P R O C E E D I N G S

2 (2:45 p.m.)

3 MR. ISAACSON: It is my great honor and pleasure  
4 to introduce one of my heroes, the commissioner of the New  
5 York City Police Department, a man who joined the New York  
6 City Police Department for the first time 52 years ago as  
7 a trainee, is that correct?

8 MR. KELLY: Close, close enough, a little less.

9 MR. ISAACSON: Fifty one years ago.

10 (Applause)

11 MR. ISAACSON: As a trainee, it says 1960 in  
12 your official bio as a trainee. Went off to Vietnam. As  
13 a lieutenant in Vietnam, led numerous combat missions,  
14 came back to the New York City Police Department, and in  
15 and out a little bit every now and then a commissioner of  
16 the INS, but 44 years in total on the New York City Police  
17 Department and with his wife Veronica, who is right here  
18 in front of me. Thank you very much Veronica for being  
19 here.

20 (Applause)

21 MR. ISAACSON: You've served two tours of duty,  
22 I guess it's called, as commissioner.

1 MR. KELLY: Correct.

2 MR. ISAACSON: And your current one as the  
3 current commissioner has been 10 years and crime has gone  
4 down 34 percent. Congratulations sir.

5 (Applause)

6 MR. KELLY: I had a lot of help.

7 MR. ISAACSON: A lot of help. Let me sum up the  
8 domestic issue. Is there any way to prevent things like  
9 what happened in Aurora, Colorado?

10 MR. KELLY: I think it's extremely difficult if  
11 you look at the availability of guns. And I was just  
12 reading something, it said there may be 270 million guns  
13 in the United States. And if you look at the number of  
14 people, and a population over 300 million that may have  
15 serious mental problems, which is estimated to be about 6  
16 percent, I think events like the tragic occurrences in  
17 Aurora are inevitable. I think what I saw there is the  
18 rapid response of the police may very well have impacted  
19 on, you know, reducing the number of casualties.

20 That's something that we practice, other police  
21 departments practice. We call it active shooter  
22 scenarios, and I think we've learned that in other

1 situations Binghamton, New York for instance, even in  
2 Virginia Tech there was a hesitancy to go in. There is a  
3 belief that you have to wait for tactically heavy weapons-  
4 trained officers. That didn't happen there. They went  
5 right in and as I say may very well have limited the  
6 damage. But in terms of predicting or eliminating these  
7 types of events, unfortunately, I don't see any way of it  
8 happening.

9 MR. ISAACSON: What would you do about gun  
10 control if you were in charge?

11 MR. KELLY: I'd look to have some sensible gun  
12 control. I think as so many people have said the Gun Show  
13 Loophole is a gaping area where I think people on both  
14 sides of the issue can ultimately agree. That's where so-  
15 called occasional sellers and occasional buyers get  
16 together at gun shows.

17 In 33 states in this country, nothing has been  
18 done to close that loophole. In the other states,  
19 something has been done. But they get together at gun  
20 shows, there's no record of the transaction. There's  
21 certainly no background check. The ATF did a study about  
22 10 years ago and said that perhaps there's as much as 40

1 percent of illegal guns are coming through the Gun Show  
2 Loophole. We don't know. It's difficult to get your arms  
3 around it, and obviously the limitation on magazines --  
4 this James Holmes had a 100 round magazine, nobody needs  
5 that for sport hunting --

6 MR. ISAACSON: So basically assault weapons and  
7 100-round magazines, those are --

8 MR. KELLY: The Gun Show Loophole --

9 MR. ISAACSON: -- part of the Gun Show, that we  
10 should just get rid of that?

11 MR. KELLY: Yeah.

12 MR. ISAACSON: As much as possible?

13 MR. KELLY: Yeah, I mean, I think that's doable.  
14 That's reasonable. You know, we're not going to eliminate  
15 guns, 270 million. If you eliminated, you know, buying a  
16 gun today you'd still have 270 million guns in this  
17 country.

18 MR. ISAACSON: Well, is that why stop-and-frisk  
19 and other initiatives you've done are so important to keep  
20 the guns off the street in New York?

21 MR. KELLY: Well, stop-and-frisk is not  
22 something new. This is a practice that happens in every

1 police department in America in varying degrees, and it's  
2 authorized in every state in the country.

3 MR. ISAACSON: Part of the common law in some  
4 ways?

5 MR. KELLY: Part of the common law. Indeed  
6 there was a Supreme Court case, *Terry versus Ohio*, 1968,  
7 that validated it. It's certainly on the books in New  
8 York City. It is a tool. It is not a panacea. It's not  
9 the be-all and end-all. But it is an important aspect to  
10 what we do in New York City. New York is the safest big  
11 city in America now by far with the lowest of the top 25  
12 cities in indexed crime. This year we will have if we  
13 continue on this rate a record low number of murders. So  
14 something is working in New York. Now we have been  
15 involved in litigation on stop-and-frisk for the last 15  
16 years. When one case stops, another case starts.

17 So you know, we've been in court for quite a  
18 while. But we turned over information as to the number of  
19 stop-and-frisk to the city council. The latest number was  
20 650,000 and that brought a -- for the year, and that  
21 brought a -- you know, a lot of complaints and a lot of  
22 concern about it being too much. If you look at New York,

1 you look at the number of patrol officers that we have, we  
2 have 35,000 uniformed officers. We have about 19,500 who  
3 are called patrol officers. That translates to less than  
4 one stop a week, about 1 every 9 working days for police  
5 officers. And in terms of searches or frisk, limited  
6 searches I should say, that only happens in about 44  
7 percent of the time.

8           So I think it's a necessary tool. We're  
9 training officers to do it with as much courtesy, dignity,  
10 and respect as possible, but something's working in New  
11 York, I certainly don't --

12           MR. ISAACSON: But they complained about it in  
13 Philadelphia, and there were law suits and Mayor Nutter  
14 ended up backing down and backing away from stop-and-  
15 frisk. Isn't that right? And what happened?

16           MR. KELLY: And well, Chuck Ramsey, the  
17 commissioner there said, yeah, you're great. He thinks it  
18 had a adverse impact.

19           MR. ISAACSON: He understands what happened?

20           MR. KELLY: Well, there was a stipulation. So  
21 the Liberties Union sued the city of Philadelphia. They  
22 agreed to limit its application and I'm not -- I don't



1 know if you can do a direct cause and effect, but the --  
2 you know, the murder rate has gone up significantly. And  
3 the murders in these cities are happening quite frankly in  
4 communities of color and to a large extent these were  
5 young men. We see it in New York, we see it in Chicago,  
6 certainly in Philadelphia. And that's where they've seen  
7 their increase in murders.

8 MR. ISAACSON: You got into a little bit of hot  
9 water for saying -- criticizing community leaders are not  
10 being as outraged as they should be about the murder rate.  
11 Tell me about that and do you stick by those comments?

12 MR. KELLY: Oh I do, but it was really focused  
13 on political leaders.

14 MR. ISAACSON: Right.

15 MR. KELLY: These were elected people who are  
16 complaining about what the police were doing, you know,  
17 various tactics including a stop-and-frisk and so the  
18 question was what is your -- you know, what is your  
19 solution to the problem; 96 percent of the shooting  
20 victims in New York City are black or Latino, and the  
21 political leadership that were complaining about what  
22 we're doing were representatives of those communities. So

1 my question to them is what's your solution?

2           And it was sort of a deafening silence. So it  
3 is a -- I understand it doesn't make everybody happy. You  
4 know, nobody wants to be stopped giving up their time,  
5 it's inconvenient, but it is a necessary tool in the  
6 toolbox.

7           MR. ISAACSON: I think I read somewhere you're  
8 working with the Department of Defense on a gun detection  
9 system. Is that right? Can you talk about that?

10           MR. KELLY: Yeah, we have been working with them  
11 for -- actually the Metropolitan Police in London,  
12 ourselves in DOD, I think DOPRA (phonetic) had some  
13 involvement in this. We're looking at something called  
14 terahertz technology. They're sort of natural energy that  
15 the body emits, and if someone is carrying a gun, you can  
16 see an outline of that weapon. It actually has worked.  
17 We've tested it. But it's too big, and the range is not  
18 great enough. So --

19           MR. ISAACSON: So you're trying to create a  
20 machine that would work?

21           MR. KELLY: We're trying to create something  
22 that would work. You know what's happened with cell

1 phones, you know, in the last --

2 MR. ISAACSON: Yeah.

3 MR. KELLY: -- 20 years. So we think that this  
4 can be reduced in size and made to be a viable, practical  
5 instrument to use on the street. Now, we -- there is some  
6 Fourth Amendment issues. We have attorneys -- our  
7 attorneys that are looking at it as well.

8 MR. ISAACSON: Do you think using that  
9 technology, assuming it'd be small enough, that it could  
10 used as an alternative to stop-and-frisk? Do you think  
11 that the Fourth Amendment and privacy issues are better  
12 with that technology than they are with stop-and-frisk?

13 MR. KELLY: We'll see. Probably. The answer is  
14 we'll have to wait and see because there are, you know,  
15 always concerns. We have a very active Civil Liberties  
16 Union in New York City, I can assure you, and they sue me  
17 like virtually once a week --

18 MR. ISAACSON: Yeah.

19 MR. KELLY: -- about something. But -- so I  
20 think it's certainly a step in the right direction.

21 MR. ISAACSON: What are the technologies that  
22 you're developing for Homeland Security purposes?

1           MR. KELLY: Well, we have in lower part of  
2 Manhattan, we have something called a Lower Manhattan  
3 Security Initiative. Thanks to funding from Homeland  
4 Security, we have at least 3,000 cameras that are actually  
5 private and public-sector cameras. They come together in  
6 a location or coordination center that we have in  
7 Manhattan outside of police headquarters. But these are  
8 smart cameras.

9           You can put algorithms in them to allow them to  
10 act sort of as alarms. You see somebody wearing a red  
11 shirt passing in front of one of these cameras 3 weeks  
12 ago, we can go back, put that in, and get that information  
13 very, very quickly. If you put a bag down, you leave it  
14 down for 3 minutes the alarm goes off. So --

15           MR. ISAACSON: You mean the camera itself  
16 notices a bag is unattended --

17           MR. KELLY: That's correct.

18           MR. ISAACSON: -- and says something --

19           MR. KELLY: That's correct.

20           MR. ISAACSON: -- as in See Something, Say  
21 Something?

22           MR. KELLY: Yeah. Yeah. So we have what we

1 call smart cameras, and we're looking to extend that  
2 capacity throughout the city, certainly throughout  
3 Manhattan. Most of our focus has been lower Manhattan,  
4 1.7 square miles south of Canal Street, we've had the  
5 World Trade Center attacked twice, we have the World  
6 Financial Center, we have Goldman Sachs, we have, you  
7 know, major corporate headquarters there. So that was our  
8 initial focus. The World Trade Center of course is being  
9 rebuilt.

10 MR. ISAACSON: Do you think that will be a  
11 target, the new -- one World Trade Center?

12 MR. KELLY: That's certainly our operational  
13 assumption. It's been attacked twice. We have the  
14 National Memorial that's open there. You have, you know,  
15 many thousand people visiting it each day.

16 MR. ISAACSON: Well, get me back to these smart  
17 cameras. Can they do facial recognition at some point?

18 MR. KELLY: We can do some facial recognition.  
19 It's not there yet. We do it -- for instance we have a  
20 picture taken of a robbery in progress in a store, we get  
21 that picture from a -- from the proprietor. We examine it  
22 and we're able -- we've been successful in about -- I

1 think about 30 cases now of identifying people. We have a  
2 800,000 person database, facial pictures that we use. So  
3 about 30, maybe a little more than that. We're learning  
4 as we go along.

5 MR. ISAACSON: How much of that depends on human  
6 involvement, and how much can be done by the algorithms of  
7 these machines?

8 MR. KELLY: Right now the training is very  
9 important for the operators. So it is a significant human  
10 element here. Now perhaps, you know, that will be reduced  
11 as we go forward.

12 MR. ISAACSON: As you go forward, do you think  
13 that facial recognition and databases can be so merged  
14 that if at some point you said where's Walter, you'd be  
15 able to find me? Just by pushing a button?

16 MR. KELLY: I think something like that's  
17 inevitable. It's difficult to put a time-frame on it, but  
18 yeah, I mean, we've made such progress in that area that  
19 it's going to happen.

20 MR. ISAACSON: And so would you then keep a  
21 database of -- well, how would you decide who's in that  
22 database that you'd be able to find instantly? Would it

1 be everybody?

2 MR. KELLY: Well, these are significant issues.  
3 Now, in the -- I talked about the --

4 MR. ISAACSON: We're in Aspen. So we should  
5 talk about significant issues.

6 MR. KELLY: -- about the Lower Manhattan  
7 security initiative. We have imposed on ourselves a 30-  
8 day cutoff. We -- our cameras purge themselves after 30  
9 days.

10 MR. ISAACSON: Why?

11 MR. KELLY: Because of privacy concerns. We --  
12 with privacy advocates --

13 MR. ISAACSON: Well, for 30 days you get to know  
14 where I am, but after 30 days --

15 MR. KELLY: Unless you're the target of  
16 investigation.

17 MR. ISAACSON: Well, why wouldn't you keep it  
18 forever? Why is that a privacy violation?

19 MR. KELLY: Because we were concerned about  
20 privacy advocates complaining about that.

21 MR. ISAACSON: I don't get to complain.

22 MR. KELLY: We sat down, we met with them, we

1 were anticipating it, and we haven't had a complaint.

2 MR. ISAACSON: Okay.

3 MR. KELLY: So in that sense we've been  
4 successful. But there are significant privacy issues  
5 here. We have a cadre of first-grade attorneys that look  
6 at these issues. So you know, the world is changing. We  
7 understand that, but privacy is an element that we have to  
8 factor into everything we do.

9 MR. ISAACSON: People keep calling it privacy,  
10 but what you're talking about is anonymity, the ability to  
11 wander around without anybody noticing you there. Isn't  
12 there a distinction?

13 MR. KELLY: Yeah, and I think that anonymity is  
14 pretty much over. You walk into a department store, your  
15 picture is taken 30 times --

16 MR. ISAACSON: You get on an airplane, you have  
17 no right to anonymity.

18 MR. KELLY: That's right.

19 MR. ISAACSON: Should you have a right to  
20 anonymity walking around Manhattan?

21 MR. KELLY: Some people think so. But I'm  
22 saying de facto that's probably gone, because we -- but as



1 soon as a crime happens, we access both private-sector  
2 cameras and our own cameras, and we're more and more able  
3 to identify where people have come from. We'll go many,  
4 many blocks away to track a route of someone. So we're  
5 looking at everybody to do that.

6 MR. ISAACSON: Your Intelligence Division is now  
7 global in a way, right? You don't keep it -- you've --  
8 that's a new initiative on your part to have an  
9 Intelligence Division that operates around the world, is  
10 that right?

11 MR. KELLY: Well, we have -- yes, we have our  
12 members in 11 cities, you know, overseas. And we do that  
13 to have them ask the New York question, is there anything  
14 going on that they can help us better protect New York?  
15 And because of our own diversity, I believe we're the most  
16 diverse police force in the country, and our police  
17 officer rank is now since 2006 majority minority. So we  
18 have a lieutenant in Abu Dhabi who is Egyptian, speaks  
19 Arabic fluently, the -- we have a detective in Madrid who  
20 was born in Madrid. We have a detective in Paris who was  
21 born in Paris. So we are able to -- and we have cop-to-  
22 cop relationship that I think works -- works very well,

1 not like the legal attaches we talked about yesterday  
2 other agencies have. They work in the U.S. embassy. We  
3 work actually with police officers in other countries.

4 MR. ISAACSON: So it's with the permission of  
5 the local police department?

6 MR. KELLY: Absolutely.

7 MR. ISAACSON: And you just mentioned you have  
8 an Egyptian, you have a Arabic speaker, you have -- has  
9 recruiting for the New York City Police Department changed  
10 since you were taken as a trainee, now that terrorism is,  
11 I assume, much larger than it was 50-some odd years ago?

12 MR. KELLY: Sure, absolutely. We found -- in  
13 2002 when the Bloomberg administration came in, we knew  
14 that we needed different skill sets to help us better  
15 protect the city. We needed those experiences and skills  
16 that just don't happen through the normal police function  
17 or the police structure. So we reached out, and people in  
18 this room certainly know David Cohen who is our director  
19 of intelligence, 35 years in the CIA, we have Frank  
20 Libutti, a Marine lieutenant general --

21 MR. ISAACSON: Tell me exactly what David Cohen  
22 does.

1           MR. KELLY: David is our director of  
2 intelligence operations. We have over 500 people in our  
3 Intelligence Division. The people you mentioned overseas,  
4 they report to David Cohen.

5           MR. ISAACSON: Well, what do they do daily?

6           MR. KELLY: They gather information, they  
7 synthesize information. We have a field intelligence  
8 officer in every one of our operational commands which is  
9 about 90. They report to David Cohen. A lot of that is  
10 criminal intelligence.

11          MR. ISAACSON: Some of it is keeping track say  
12 of radicals in the Muslim community, right?

13          MR. KELLY: Some of it, yes, that's correct. We  
14 also have our own undercover operations because of all  
15 diverse -- because of the diversity of New York City,  
16 we're able to recruit and hire officers that can operate  
17 in a undercover capacity.

18          MR. ISAACSON: Was this notion of a global  
19 intelligence division that sort of gathers information say  
20 on Muslim radicals who may come to New York or whatever,  
21 do you think that will survive the Bloomberg  
22 administration, or is that particularly to you and Michael

1 Bloomberg?

2 MR. KELLY: No, I think the threat is going to  
3 remain constant for a long time to come. So I would see  
4 this component as being critical, yes.

5 MR. ISAACSON: Under the See Something, Say  
6 Something policy, some people of New Jersey saw something  
7 and said something when it was one of your undercover  
8 people, and it got Governor Christie quite annoyed.  
9 Explain what happened and why didn't you let the governor  
10 know that you were doing an undercover intelligence  
11 gathering in his state?

12 MR. KELLY: Well, we really did, and the --  
13 (Laughter)

14 MR. ISAACSON: So Christie knew, and he --

15 MR. KELLY: Well, let's put it this way. People  
16 in the state knew. We have an organization that we  
17 started called Operation Sentry. It is a grouping of a  
18 140 law enforcement agencies, mostly in the northeast  
19 portion of the United States. Seventeen of them are from  
20 New Jersey. So those folks -- and indeed there were  
21 stories in the New Jersey newspapers saying that they knew  
22 about it.

1           So a statement was made that, you know, they  
2 should have known about it. Well, in fact they did. Now,  
3 why do we do this? Well, New York, as I say, has been  
4 attacked twice successfully, the World Trade Center  
5 attacks. We've had 14 plots against us since September  
6 11th. In the 1993 attack, the bomb was put together in  
7 New Jersey. Faisal Shahzad who drove into Times Square on  
8 May 1st of 2010, he put his bomb together in Connecticut.  
9 Najibullah Zazi who was going to blow himself up on the  
10 subway trains in 2009; he put the components together in  
11 Aurora, Colorado, and drove them to New York City.

12           And in the London bombings of 2005, the bomb was  
13 put together in Leeds, a 180 miles away. So it would be  
14 foolish for us not to look beyond our borders. We're  
15 going to continue to do that. We're not breaking any laws  
16 in doing it. We're the biggest police department in the  
17 country, we have the resources and the assets to do it,  
18 and we're letting our brothers and sisters in law  
19 enforcement know what we're doing.

20           MR. ISAACSON: Every case you mentioned I think,  
21 or almost everyone, involved Muslim radicals. Do you --  
22 how do you balance the fact that this is the source of

1 most of the threats and yet you can't or perhaps shouldn't  
2 be totally profiling one group of citizens?

3 MR. KELLY: We're not profiling, we're following  
4 leads. Leads come in a variety of ways. The fact of the  
5 matter is those 14 parts that I mentioned, are all based  
6 on Muslim extremism. So you know --

7 MR. ISSACSON: But doesn't that give you more  
8 duty to keep an eye on Muslim radicals in New Jersey or  
9 anywhere else?

10 MR. KELLY: Well, we have to look at the  
11 environment. And it gets into -- well, it gets into the  
12 AP story, and what they wrote about us.

13 MR. ISSACSON: Yeah, that's what I was --

14 MR. KELLY: We have an agreement. Just a little  
15 bit of history. 1985, we signed something called a  
16 Handshoe agreement, which was -- is monitored by the  
17 Southern District Judge Charles Haight, and that agreement  
18 limited our ability to investigate political activity. In  
19 2002, when this administration came in, we petitioned  
20 Judge Haight to change that agreement, to loosen it up  
21 because we thought it was too restrictive in having us  
22 conduct terrorist investigations.

1           The judge agreed. He said you don't need a  
2 criminal predicate. You can do investigations in advance  
3 of criminal activity, that you can go to any meeting  
4 that's open to the public, you can go to any website that  
5 is available to the public, you can do reports that will  
6 give you better understanding of the environment in which  
7 you are working. So that's what we did. That's what  
8 we're doing, totally pursuant to --

9           MR. ISSACSON: So it's under pretty clear  
10 guidelines from a court that you --

11          MR. KELLY: Yeah, precisely.

12          MR. ISSACSON: Let's look at overseas threats.  
13 Start with Iran, is that something bigger and newer now  
14 than in the past 4 or 5 years and how do you deal with  
15 that?

16          MR. KELLY: We're concerned about it.  
17 Obviously, we have to rely on the federal government, but  
18 in the last --

19          MR. ISSACSON: Do you have anybody in Tehran?

20          MR. KELLY: I'm sorry? No, we do not.

21          MR. ISSACSON: No. You can tell me if --

22          (Laughter)

1           MR. KELLY: In the last 7 months obviously we've  
2 seen a lot of activity, Iranian agents at nine different  
3 events. We saw them in Tbilisi and New Delhi and  
4 Bulgaria, those sorts of things, so -- geared or aimed at  
5 Israelis.

6           MR. ISSACSON: Yeah.

7           MR. KELLY: Now, we have arguably about a  
8 million Jewish citizens in our city. It gives us cause  
9 for concern in terms of retaliation. So -- and we've had  
10 on two separate occasions Iranian agents "doing  
11 surveillance" in the New York City. They were PNG,  
12 persona non grata. They were expelled from the country.

13           MR. ISSACSON: In other words they had up until  
14 then diplomatic immunity. They were doing surveillance.

15           MR. KELLY: That's correct, yeah.

16           MR. ISSACSON: And you got rid of them by  
17 declaring persona non grata?

18           MR. KELLY: That's right. Now, this is a while  
19 ago. This is the last -- in 2003.

20           MR. ISSACSON: Tell me what threats you've been  
21 able to thwart like that.

22           MR. KELLY: Well, we're not certain in terms of



1 what we prevented in that regard. But as I said we had 14  
2 plots against the city that have been thwarted as a result  
3 of good work on the part of the federal government, good  
4 work on the part of the NYPD and sheer luck. We've had  
5 Faisal Shahzad who drove into Times Square with a bomb in  
6 the back of his car. He wasn't on anybody's radar screen.  
7 Nobody knew anything about him. He wasn't -- the bomb  
8 didn't go off, thank God. But -- so it's not all just  
9 hard work. In Faisal Shahzad's case, we were very lucky.  
10 It was right next to a major hotel and probably would've  
11 killed scores of people.

12 MR. ISSACSON: Yeah, right in Times Square.

13 MR. KELLY: Right.

14 MR. ISSACSON: I read Christopher Dickey's piece  
15 in *Newsweek* maybe what 2 months ago, very favorable to  
16 everything you've done, but it also said that it caused  
17 you to rub elbows, as a polite way of saying it, with the  
18 FBI. Let's start with them. What have been the problems  
19 and what have been the solutions of those problems you've  
20 had with the FBI?

21 MR. KELLY: I think we have a good working  
22 relationship with the FBI. I mean, these are two big

1 organizations wanting to do the right thing, wanting to do  
2 a good job. You're going to have some frictions.

3 MR. ISSACSON: Well, tell me what the frictions  
4 were and then how you overcame them.

5 MR. KELLY: You know, I don't know if we have to  
6 get into all those specifics, but it just -- you know, I  
7 think it really has to do with wanting to do good work and  
8 sort of stepping on each others jurisdictions. I think we  
9 work most -- I'm not certain the tension is necessarily a  
10 bad thing.

11 MR. ISSACSON: That's a good point.

12 MR. KELLY: I think it's good to keep a little  
13 bit edge on what we do. That sort of keeps people's feet  
14 to the fire.

15 MR. ISSACSON: But you feel you're getting all  
16 the information and they are getting all the information  
17 from you to them and vice versa?

18 MR. KELLY: Yes, I do, and I think the reason  
19 for that is nobody wants to be caught holding the bag. So  
20 something happens, you don't want to just be the holder of  
21 that information. So I think information is always  
22 certainly much, much better than it was years ago.

1           MR. ISSACSON: What about the CIA? Are they  
2 feeling territorial when you're sending people out?

3           MR. KELLY: Well, the CIA -- no, we have I think  
4 certainly a good working relationship. But we really work  
5 with the CIA now through the Joint Terrorist Task Force,  
6 through the FBI. That's really your point of contact. We  
7 did have someone from the CIA assigned to the NYPD.  
8 That's no longer the case.

9           MR. ISSACSON: Okay. What about other  
10 technology you're using? We did the cameras, the face  
11 recognition, the database and also the gun -- the body,  
12 the, whatever it was, infrared -- not infrared -- gun  
13 detector.

14          MR. KELLY: Well, we have a Real Time Crime  
15 Center, which is the first of its kind in the country. We  
16 had a lot of different databases that were being queried  
17 during investigations. We brought it all together. We  
18 created a data warehouse putting a lot of information into  
19 that data warehouse. Sitting on top of it is something  
20 called the Real Time Crime Center, a 24-hour-a-day, 7-day-  
21 a-week operation with experienced detectives. Crime  
22 happens, they push information out to investigators in the

1 field.

2           So we're sort of getting a leg up on what's  
3 going on. Doing it more quickly, I think, enables us to  
4 arrest perpetrators more quickly and thereby helping us to  
5 continue to reduce crime, which is down about 34 percent  
6 in the last decade even though our population continues to  
7 go up. So the Real Time Crime Center has worked well for  
8 us. We now have a program, again thanks to Homeland  
9 Security, called Securing the Cities. We have a  
10 memorandum of understanding, working relationship with a  
11 150 agencies in the New York City area. We're sort of the  
12 agency --

13           MR. ISSACSON: You're the lead agency on  
14 Securing the Cities for the federal government?

15           MR. KELLY: That's correct.

16           MR. ISSACSON: What does that mean?

17           MR. KELLY: It means that we are the distributor  
18 of a lot of equipment to other agencies. This is a  
19 program aimed at protecting the city from nuclear events.  
20 So we want to detect radiological material as quickly as  
21 possible as far away from New York City as reasonable,  
22 roughly 50 miles away --

1           MR. ISSACSON: But it doesn't do biological?  
2 Isn't that a big threat we're facing?

3           MR. KELLY: Biological is a threat. There are  
4 some other ways of doing it, but radiological material is  
5 easier to detect than biological.

6           MR. ISSACSON: So Securing the Cities is mainly  
7 a radiological thing?

8           MR. KELLY: Yes. And I think we just had an  
9 exercise last week. And last year we had an exercise  
10 where we had 204 elements of radiological material. We  
11 deployed with other agencies about 3,000 law enforcement  
12 personnel. We found all 204 of those elements. Nine  
13 people were carrying it. We found those nine people. It  
14 was a major exercise facilitated by Homeland Security. So  
15 we are working on a lot of levels.

16           MR. ISSACSON: Do you think you might be able to  
17 create technology and systems that New York City Police  
18 Department could actually license or sell to other cities?

19           MR. KELLY: Yes, as a matter of fact.

20           (Laughter)

21           MR. KELLY: We are doing something which will --

22           MR. ISSACSON: We can have an IPO and take you

1 public, you know, and make money.

2 MR. KELLY: We actually are doing something with  
3 Microsoft, the details of which will be coming out in the  
4 next week or so.

5 MR. ISSACSON: Well, then give us the overview.

6 MR. KELLY: I could give you a teaser.

7 (Laughter)

8 MR. ISSACSON: Yeah, give me a teaser and give  
9 me an overview.

10 MR. KELLY: It is something called the domain  
11 awareness system, and what it does is sort of aggregate a  
12 lot of information that we have in a lot of different  
13 databases. It's not unlike what I talked about with the  
14 Real Time Crime Center. It also involves cameras,  
15 bringing historical information from those cameras and  
16 clearing all the databases on a work bench all sort of  
17 instantaneously. So it's one-stop shopping for  
18 investigators, but also we believe it's applicable to  
19 other governmental functions and we think it's also  
20 marketable outside the country.

21 MR. ISSACSON: Marketable meaning you would sell  
22 it to another police department overseas?

1 MR. KELLY: Yes.

2 MR. ISSACSON: And when you say domain awareness  
3 system, is the word domain as in internet domain or is it  
4 domain in the regional --

5 MR. KELLY: No domain as more of the regional,  
6 yes, correct.

7 MR. ISSACSON: And so it is a piece of software,  
8 Microsoft-NYPD, with hardware software combination?

9 MR. KELLY: Yes, that's --

10 MR. ISSACSON: How many details can I get out of  
11 you --

12 (Laughter)

13 MR. KELLY: It would be -- you know, we'll be  
14 announcing it shortly with the mayor.

15 MR. ISSACSON: Oh, okay, you don't want to scoop  
16 Mayor Bloomberg right now?

17 MR. KELLY: No, I do not.

18 (Laughter)

19 MR. ISSACSON: Yeah, that makes sense, anyway.  
20 And so is that sort of software -- do you use say social  
21 media more, is there a way for you to be monitoring  
22 everybody's Twitter --

1 MR. KELLY: Sure, absolutely.

2 MR. ISSACSON: -- and Facebook and GPS and  
3 phones so that you kind of know if something happens it's  
4 being tweeted or somebody on GPS is using Path or --

5 MR. KELLY: Absolutely, we were monitoring --

6 MR. ISSACSON: Tell me how that works.

7 MR. KELLY: We were monitoring Twitter during  
8 the Mumbai situation in 2008. We got a lot of information  
9 from that but we monitor twitter on a regular basis.  
10 We've been able to, we've announced it in New York, break  
11 a lot of cases with gang activity. By the way, they code  
12 their statements, but we're able to decode them.

13 MR. ISSACSON: Well, I'm sorry, gang activity is  
14 done what, by SMS messaging or text messaging or twitter?

15 MR. KELLY: Yeah, they do it through Twitter and  
16 they do it on Facebook.

17 MR. ISSACSON: And you get to -- and you monitor  
18 that and you're able to decode it?

19 MR. KELLY: Yes.

20 MR. ISSACSON: And so what type of -- I mean,  
21 people just use code words for different things and you --  
22 it's like cryptanalysis where you're breaking the code.



1 MR. KELLY: Yeah, exactly.

2 MR. ISSACSON: Wow.

3 MR. KELLY: But you really have to be -- because  
4 what we see now is sort of the deaggregation or  
5 disaggregation I should say of big gangs into smaller  
6 crews we call them. So it's very turf based. It's very  
7 much based on where they are, maybe one or two blocks. So  
8 you have to kind of know that area to really decipher it.  
9 But we have people that are pretty facile in doing it. We  
10 also look at Facebook.

11 MR. ISSACSON: Well, you have people -- do you  
12 also have machines and algorithms that monitor these  
13 things and pick out the code words?

14 MR. KELLY: No, we -- no, no.

15 MR. ISSACSON: Okay.

16 MR. KELLY: But we are, of course, looking at  
17 Facebook like everyone else is now. We have our own  
18 Facebook site as well. But Facebook is where it's at and  
19 we're monitoring it quite frankly.

20 MR. ISSACSON: Yeah. And what about the fact  
21 that everybody's cell phone is now -- well, most are GPS  
22 enabled. You know where everybody is, where the phone is,

1 probably could even know their contacts, know what  
2 pictures they are sending to their Four Square or whatever  
3 accounts. Does that help you, are you able to use that  
4 information?

5 MR. KELLY: Well, phone work is very important  
6 to investigate throughout the country, no question about  
7 it. So it gives us information. We have to work through  
8 the phone providers and they are -- and you've read about  
9 this -- they are being overwhelmed with the demand from --

10 MR. ISSACSON: The requests.

11 MR. KELLY: -- law enforcement. But it is  
12 another important tool for us.

13 MR. ISSACSON: But it is important to you. They  
14 should be responding to those requests and the law should  
15 allow them to respond.

16 MR. KELLY: Absolutely.

17 MR. ISSACSON: And you feel that that prevents  
18 crimes? Meaning how?

19 MR. KELLY: Well, helps to detect crime.

20 MR. ISSACSON: How?

21 MR. KELLY: And also what we've seen is quite a  
22 disproportionate amount of theft of iPhones or certainly

1 phones in general but mostly --

2 MR. ISSACSON: Smartphones.

3 MR. KELLY: -- iPads, iPods and that sort of  
4 thing, and we're able to detect them. Built into the  
5 phones and built into the iPads themselves are means of  
6 detecting the location. We've used that as well. But it  
7 is right now about 40 percent of our thefts (inaudible)  
8 are Apple products. So that's an advertisement, I know.

9 MR. ISSACSON: I know, right. Well, I guess a  
10 perverse sense of pride Apple should have. On the  
11 Olympics, now that it's finally open, what do you think  
12 they've done right and what have they done wrong and what  
13 have you learned from them?

14 MR. KELLY: Well, I went there about a month  
15 ago. They were very hospitable. I have -- and I went  
16 with a team. We had an in depth briefing from Hogan-Howe,  
17 the commissioner of the Met, and Chris Allison is the  
18 coordinator of security. We had -- we went -- met with  
19 MI5. So we got really in-depth information. I think  
20 they've put together a very comprehensive, well thought-  
21 out plan. One thing that they did that's different from  
22 us is they just -- they put a lot of private security in

1 the equation, in the plan.

2 MR. ISSACSON: Yeah.

3 MR. KELLY: And of course, as we've heard, they  
4 haven't been able to deliver the company that was supposed  
5 to do that. And that really --

6 MR. ISSACSON: Why?

7 MR. KELLY: Because of vetting. Apparently the  
8 people that were identified to work there did not meet the  
9 criteria --

10 MR. ISSACSON: Does that give you pause when you  
11 think of privatizing parts of security?

12 MR. KELLY: I haven't thought about privatizing.

13 (Laughter)

14 MR. ISSACSON: Okay.

15 MR. KELLY: I hope the mayor is thinking about  
16 it. But -- so they filled that gap with military and with  
17 additional police. So -- and I think it will go fine. Of  
18 course, it's always the untold that -- or the unforeseen  
19 that can happen, but I think they are positioned to  
20 respond appropriately.

21 MR. ISSACSON: Yeah, I've got one final  
22 question. Are you considering running for mayor?

1                   MR. KELLY: I have no plans to run for an  
2 elective office.

3                   MR. ISSACSON: But you have to think about it,  
4 right?

5                   (Laughter)

6                   MR. KELLY: I have no plans.

7                   MR. ISSACSON: All right. If you were to think  
8 about making plans, what would be the considerations that  
9 you would consider?

10                  (Laughter)

11                  MR. ISSACSON: How would you juggle that? I  
12 mean, this is a big issue. There is no obvious next mayor  
13 of New York that can run on the platform of "keep us  
14 safe." You have to balance this. You have about 4 months  
15 to do so. How do you balance whether or not you're going  
16 to "make plans"?

17                  MR. KELLY: Well, it's flattering to be talked  
18 about, but really I have no plans.

19                  MR. ISSACSON: Okay, guess I'm not going to get  
20 further than that. Yes, sir.

21                  MR. CHOKSI: Hi, Armeane Choksi, Washington,  
22 D.C. I have a question on terrorism finance. I know we

1 have a session later on, but my question is specific to  
2 New York. And since we have Commissioner Kelly captive  
3 here, I thought to ask this question. I've been told by  
4 someone who claims to be in the know that the transactions  
5 that take place on Canal Street, you know, where they sell  
6 all these knock-offs is an important source of terrorism  
7 finance. Is this true and if so what is the mechanism?

8 MR. KELLY: No, we don't see that as being the  
9 case. That's a -- I've heard that as well, but we have a  
10 pretty good understanding of the finances of the sort of  
11 knock-off industry, knock-off world. We don't see that as  
12 being an important source of funding. And quite frankly  
13 terrorism doesn't cost a lot of money. You know, it's  
14 estimated that 9/11 cost about \$500,000. So I know you're  
15 -- there's a panel coming in to speak about that, but we  
16 don't see that particular act or actions as being a source  
17 of terrorist funds.

18 MR. ISSACSON: And you spoke of the 14 things  
19 that, threats that came along, all Muslim related. Were  
20 they financed or were they all these things that could've  
21 been done with pocket change?

22 MR. KELLY: They -- some of them were financed,

1 but not with a lot of money. It really is -- it's  
2 surprising how little it takes to launch a terrorist  
3 event.

4 MR. ISSACSON: Yeah.

5 MR. SHAPIRO: Thank you. Steve Shapiro from New  
6 York. Mr. Commissioner, I'm glad you're here. It's  
7 wonderful to see a fellow New Yorker. I'm focusing on  
8 domestic intelligence architecture. And although everyone  
9 in the IC will tell you that New York is its own world and  
10 don't use New York as a model and don't even ask why or  
11 how, nonetheless I'm doing it.

12 After 9/11, the federal government set up a  
13 number of systems designed to move information from the  
14 bottom up, dot connect, back down and disseminate them  
15 like a big eye and New York doesn't participate in some of  
16 those. For example, the Fusion Center System, there is no  
17 fusion center in Manhattan or New York City. It's up in  
18 Albany.

19 The SARS, Suspicious Activity Report System,  
20 which is designed to collect from the ground up and  
21 deliver these things up to the Fusion Centers or JTTFs or  
22 DHS, et cetera, New York City doesn't do SARS. NYP does

1 its own thing, obviously quite successfully, but how do  
2 you integrate into the national system of that information  
3 flow up and back down?

4 MR. KELLY: Well, we work very closely with the  
5 FBI and that really is our channel to the national  
6 systems. We have sort of a de facto fusion center in the  
7 city through HYDA (phonetic). And I think quite frankly I  
8 think the jury is still out on the whole fusion system  
9 throughout the country. I know a lot of people are  
10 engaged in it. I think the value of it is still to be  
11 determined.

12 We -- you know, our main channel is through the  
13 FBI, and the fusion centers are largely a Homeland  
14 Security operation. We work closely with Homeland  
15 Security, but we do have sort of a unique sort of sui  
16 generis type operation. But New York is like no other  
17 city. We've been attacked twice, as I say. We see  
18 ourselves as being at the top of the terrorist target  
19 list, and we're going to continue to do the things that we  
20 think work for us.

21 MR. ISSACSON: Yes, this table first and second.  
22 Just so we keep the mic there and I'll -- so am I missing



1 people over here? Yeah, right.

2 MR. PLACIDO: Hi, Tony Placido, formerly with  
3 DEA SAC of New York. Good to see you again, Commissioner.

4 MR. KELLY: Sure.

5 MR. PLACIDO: You know, arguably there is a  
6 growing consensus that your CompStat program really helps  
7 to hold leaders in the police department accountable and  
8 customize solutions and drive down the crime rate. I  
9 wonder if you would talk to us about your views and  
10 whether that is applicable and could be expanded into the  
11 national security realm on a broader scale than say the  
12 city of New York.

13 MR. ISSACSON: I'm glad you had the mic right  
14 there and then we'll get it right here.

15 MR. KELLY: I think CompStat has worked for us,  
16 but basically it's an auditing system. It's a  
17 retrospective look at what happened. You query commanders  
18 as to what they did to address a particular crime or crime  
19 condition and what they are going to do in the future.  
20 It's not that complicated.

21 Now, other city agencies have taken -- certainly  
22 other police agencies have throughout the country and

1 other city agencies have used it as well, variations of  
2 it. But it's -- it -- it's not that complex. It's  
3 holding commanders or holding executives accountable for  
4 what they're doing.

5           And this is in some organizations a bit of a --  
6 you know, a bit of a change of approach. So I think it  
7 can work in a lot of different environments but it's up to  
8 the CEO, so to speak, to, you know, want to do it. You  
9 really have to have buy-in, you know, you have to be  
10 engaged. Some people -- it's like community policing  
11 years ago.

12           You have community policing written on the car  
13 and that was enough and people just say they're doing it.  
14 They really need buy-in from the top of the organization.  
15 But I think it does work in other environments. Yes, sir.

16           MR. OSBURN: Hi. Dixon Osburn with Human Rights  
17 First. Some have argued that it's too risky to try  
18 terrorism suspects on U.S. soil. Could you reflect on the  
19 Times Square bomber case and the case of Ahmed Ghailani  
20 who was one of the Guantanamo detainees but who were tried  
21 in Manhattan? And tell us whether or not law enforcement  
22 can manage the risk of any of these terrorism trials.

1                   MR. KELLY: Now, the first thing you said was  
2 Abdul Muttalib?

3                   MR. OSBURN: The first one was the Times Square  
4 bomber, the trial.

5                   MR. ISAACSON: Yeah. The time -- the trial of  
6 the Times Square bomber was done in New York City, right,  
7 is the point?

8                   MR. OSBURN: Yes.

9                   MR. ISAACSON: Yeah.

10                  MR. KELLY: And can we manage a trial?

11                  MR. ISAACSON: Yeah, should we have trials in  
12 New York or is it too dangerous and even have to be tried  
13 at Guantanamo, so --

14                  MR. KELLY: Well, we were approached by the  
15 Justice Department. Actually the Justice Department made  
16 a determination to try all five individuals who are now in  
17 the process of being tried in Guantanamo, in New York  
18 City. We certainly thought that we could do it. However,  
19 we are down 6,000 police officers from where we were a  
20 decade ago.

21                  So we're under a lot of personnel stress and  
22 constraints. So what we said to them is, we need money,

1 we need overtime to do it. We had a very workable,  
2 comprehensive plan to do it. I certainly think we could  
3 have handled it. But it was expensive. The federal  
4 government agreed to that. Now, political pressure was  
5 brought to bear to get them to move it out of New York.

6 But as far as the police department, we thought  
7 that we can do it. But it takes bodies to do it. We  
8 don't have the bodies now, and you know, we'd -- it has to  
9 pay for it.

10 MR. ISAACSON: Interesting.

11 SPEAKER: To what do you attribute the lingering  
12 mistrust of the police department among minority groups,  
13 especially in New York City, when you have a majority  
14 minority police force and they are the overwhelming  
15 victims of violent crime?

16 MR. KELLY: What do you attribute to what the --

17 SPEAKER: The lingering mistrust of the police  
18 department and how much of that is our political leaders  
19 in those areas?

20 MR. KELLY: Well, I think --

21 MR. ISAACSON: How much of it is the political  
22 leaders in those areas too, she --

1           MR. KELLY: Well, I think there's been mistrust  
2 of police in the minority communities for a long, long  
3 time. We're not going to change it overnight. I think  
4 making the police officer rank majority minority and  
5 having them move throughout the department is a good thing  
6 that will ultimately impact on that. But we have a ways  
7 to go.

8           But I've been around -- I've been in policing a  
9 long time. I've been in the New York City Police  
10 Department a long time. I believe that our relationship  
11 with the communities throughout the city are stronger now  
12 than they've ever been. Now, that's my own personal  
13 opinion. I go to many community meetings. People like  
14 their commanders. People like what the police are doing.

15           We're approached by community groups. They want  
16 to work with us. So a lot of this just for a variety of  
17 reasons doesn't make to media. And for political leaders  
18 I think there is no question about it. Stop-and-frisk is  
19 a hot-button issue in certain communities. But it's sort  
20 of -- as I said, the elephant in the room is the violence  
21 that's going on in the community.

22           So sometimes they'd rather focus on things that

1 are -- that are going to separate them from the police as  
2 opposed to things that are going to bring us together.  
3 But I have a good feeling about our relationship with the  
4 communities. And I think it's only getting stronger.

5 MR. LeVIEN: Commissioner Doug LeVien, U.S.  
6 Army, a Brooklyn resident. So I just wanted to jump on  
7 that questionnaire. Can you talk about how you went ahead  
8 and recruited members of the African-American community  
9 and the Latino community and how that paid dividends in  
10 policing those areas? And then if you can put on your  
11 military cap and put -- think of Afghanistan and think how  
12 you can go ahead and recruit members of the Pashtun  
13 community to join the police and the Army.

14 Because after 10 years of being in Afghanistan,  
15 the Pashtuns are about 30 percent of Afghanistan and very  
16 few of those members are in the Army and the police. So  
17 how do we -- what type of efforts are needed in order to  
18 get members of the Pashtun community, where the insurgency  
19 is coming from, to join the local police and join the  
20 Afghan Army?

21 MR. KELLY: Well, we have a very proactive  
22 recruitment program. We use people, we use, you know,

1 members of these communities to go in and recruit. And we  
2 -- right now, our department is about 25, 26 percent  
3 Hispanic, Latino. And that's going up tremendously and  
4 that helps us -- no question about it -- working in  
5 Latino.

6           We have a large Dominican population, obviously  
7 a large Puerto Rican population in New York. As far as  
8 Pashtun, we have a limited number. But I would also say  
9 this that we have more speakers of South Asian languages  
10 than any law enforcement agency I'm aware of. We have  
11 more Pashto -- well, Farsi, Bengali, Hindi. And we use  
12 that effectively sometimes in investigations but also in  
13 doing recruiting.

14           Now, couple weeks ago, just pre-Ramadan, we had  
15 a pre-Ramadan conference in police headquarters. We have  
16 500 people there. We had only supportive comments from  
17 the people who arrived. We put out invitations to a lot  
18 of leaders, to a lot of mosques. They came. I heard no  
19 negative comment. I have heard them in the past because  
20 they have pre-Ramadan conferences, you know, before  
21 Ramadan begins every year.

22           I've heard those negative comments in the past.

1 There were none this year. And I stayed around, I talk to  
2 them afterwards. They're -- I think it's a very close  
3 relationship that we have with a lot of people in the  
4 Muslim community; that of course helps our recruiting  
5 efforts. So they're only going to continue to strengthen  
6 our diversity because that really in the end strengthens  
7 the department and everything that we're able to do.

8 MR. ISAACSON: Is it -- Bob, is that you there?  
9 I can't quite see with the light. Bob Myers? No.

10 SPEAKER: (Off mic.)

11 MR. ISAACSON: Oh, I -- okay, because I thought  
12 that you were talking about bio --

13 SPEAKER: (Off mic.)

14 MR. ISAACSON: Well, I mean because you've been  
15 doing so much with bioterrorism in Chicago, I was just  
16 wondering if -- because we have not -- we did the nuclear  
17 part. I was wondering if bio -- you know, you had a  
18 question on bio.

19 SPEAKER: Thanks for asking. The bioterror  
20 issue from city to city -- New York is far advanced, as  
21 far as I can tell, over other cities. Are you trying to  
22 make a national model for bioterror response at the first



1 responder level, that is, the medical responders?

2 MR. KELLY: Well, we have -- you know, we're  
3 using BioWatch, which is fairly standard. We work closely  
4 with our Department of Environmental Protection. And  
5 we've also worked with Lawrence Livermore. They've done  
6 testing. I think a lot has to be done in the  
7 identification and analysis area. We are obviously  
8 concerned about false positive in the area of biological  
9 threat and what that triggers --

10 MR. ISAACSON: But does the police department  
11 work very closely with each of the medical centers; I  
12 mean, hospitals and all so you don't have the panic that  
13 would come from there?

14 MR. KELLY: Yeah, well, we work closely with our  
15 department of health and environmental protection.  
16 They're very much involved in this area. But I think  
17 we've got ways to go as far as the reliability of the  
18 systems that we have in place. And I mentioned this, we  
19 are particularly sensitive to a false positive --

20 MR. ISAACSON: Right.

21 MR. KELLY: -- triggering a response that may be  
22 overblown. And then conversely that being --

1           MR. ISAACSON: That's the whole mark of  
2 terrorism is to terrorize, i.e., make an entire island  
3 feel that they may be getting smallpox or anthrax or  
4 something.

5           MR. KELLY: Yeah. Right. Yeah, I think -- and  
6 we talked about radiation detection. It's much simple --  
7 let's put it that way -- than biological detection.

8           MR. ISAACSON: In the way back, the gentleman,  
9 yes.

10          MR. COOPER: Rich Cooper (phonetic). You've  
11 worked with the Department of Homeland Security now for 10  
12 years that it's been in operation. Curious as to what you  
13 think the department is doing right, what it's doing  
14 wrong. And regardless of who wins the election, what are  
15 the prospects of having a new DHS secretary? What do you  
16 think are the qualities that we should be looking for in  
17 the next leader of that department?

18          MR. KELLY: Well, I think the current leader is  
19 just fine. We work very closely with Secretary  
20 Napolitano. She's been -- come to New York often. We've  
21 -- you know, New York quite frankly has been spared from  
22 the really major cuts that have taken place and -- in many

1 of the grants in homeland security. So I think, you know,  
2 our relationship right now and the leadership is first  
3 rate.

4 MR. ISAACSON: And I guess your answer is what  
5 you're for is somebody who spares New York the majority of  
6 the times.

7 (Laughter)

8 MR. KELLY: Absolutely. Okay. Keep that money  
9 coming.

10 MR. ISAACSON: But actually that's a serious  
11 question because initially, you know, Bogalusa, Louisiana  
12 was getting, you know, terrorism funding and -- because  
13 every Congress person --

14 MR. KELLY: Yeah. Right. All politics is  
15 awful. We understand that is --

16 MR. ISAACSON: And you fixed that -- have we  
17 fixed that problem? I mean so there's now focus on places  
18 where there is a threat --

19 MR. KELLY: It is -- yeah, the -- proportionally  
20 it's gotten better. But there was no question about an  
21 effort to spread it out across to the 50 states, which  
22 made no sense.

1           MR. ISAACSON: Way in the back, so I don't  
2 discriminate against the back. And also we keep our  
3 microphone people fit and healthy.

4           SPEAKER: One of the findings of the 9/11  
5 commission was that many of the loss of life on 9/11 could  
6 have been saved if the New York Police Department and the  
7 fire department communicated better and worked better  
8 together. What have you done to get rid of that rift and  
9 make sure that NYPD and the fire department are actually  
10 working together as opposed to against each other?

11          MR. KELLY: Yeah. Well, I don't agree with the  
12 premise of your question but even so we've done a lot to  
13 work together. Let me tell you what happened on 9/11.  
14 There was an issue with the fire department communication  
15 system. This has been -- this was in the 9/11 commission  
16 report. They have a UHF system. It was basically a  
17 point-to-point system.

18          Understandably, you want to be able to fight a  
19 fire in a -- in the building and you want to be able to  
20 talk to people in that building. You don't want to go to  
21 a fire being fought 10 blocks away. So they had a booster  
22 system in the towers, in the 9/11 tower that would enable

1 them to communicate throughout the building. For whatever  
2 reason still undetermined, that system did not work.

3           So they were not able to communicate with each  
4 other, the fire department. The police department had a  
5 VHF system and they were able to communicate well -- I  
6 wasn't in the department then, by the way -- weren't able  
7 to communicate -- well, the problem was that they were  
8 stepping on each other. In other words, too much  
9 communication on one channel.

10           Now, the fire department has addressed its radio  
11 system. We're still using the same radio system. But we  
12 have channels, we have interoperability channels that we  
13 can talk to each other. Our emergency service offices who  
14 are -- heavy weapons -- they do some similar work. The  
15 fire department -- they have their own special channel, so  
16 there's a lot of communication capability.

17           We take fire chiefs up in our helicopter to look  
18 at fire, something that didn't happen before 9/11. The  
19 mayor put in a citywide incident management system that is  
20 --

21           MR. ISAACSON: Internet management?

22           MR. KELLY: Citywide incident management system.

1 MR. ISAACSON: Oh, incident management.

2 MR. KELLY: Incident management system that  
3 really brings about a lot of face-to-face contact, face-  
4 to-face coordination. So the -- there were problems that  
5 were identified, but they weren't really having to do with  
6 police and fire. Now, what did happen there is the fire  
7 department set up a -- their headquarters on the ground in  
8 one location. The police were at another location.

9 If you recall, the -- on -- in building 7, a  
10 bunker, the OEM bunker was put on the 23rd floor. What  
11 happened is of course that building was destroyed. They  
12 couldn't man the bunker so that -- where you would have  
13 face-to-face communication. That building had since been  
14 rebuilt but that was not by everyone's agreement.

15 The smartest thing in the world, to put a -- the  
16 bunker in -- right across from the World Trade Center, a  
17 site that had been attacked before by terrorists. So the  
18 notion that somehow police and fire were not working  
19 together and that resulted in death is simply not the  
20 case.

21 MR. ISAACSON: Last question right there -- I'm  
22 sorry, that -- you have one too -- both of you, have quick

1 questions.

2 MR. STERN: Commissioner Jeff Stern from the  
3 Homeland Security Institute. As a nation, we've drawn a  
4 distinction between terrorism and events like the shooting  
5 in Aurora, a criminal murder activity. What are the  
6 consequences of that for local police or law enforcement  
7 leadership? Is that a distinction we should maintain or  
8 one that we should rethink?

9 MR. KELLY: Well, I think it can overlap. I  
10 think a lot of the training -- there's a lot more training  
11 now post 9/11 than ever before. There's a lot more  
12 interconnectivity, the role has gotten smaller, law  
13 enforcement role has gotten smaller. So there is -- and  
14 thanks to Homeland Security, we've gotten a lot more money  
15 for training.

16 That training will give us skills that are not  
17 just applicable to a terrorism event but to other events  
18 as well. Now, part of this active shooter training that's  
19 going on, some of that training is funded by  
20 counterterrorism money. We are doing that training now at  
21 NYPD. We trained over 2,000. What we want to do is train  
22 officers in patrol cars, not necessarily specialized

1 units, ones that are going to go first to the scene.

2 By the way, we have adopted a program called  
3 Alert. It was developed by two police officers in Texas.  
4 And we thought it was -- we went out and looked at a lot  
5 of them, we think that was an excellent program. We've  
6 adapted it to a big city. So we -- you know, we look  
7 around and see what's out there, what's good.

8 And you know, we've taken from -- these two  
9 gentlemen started a small course. But there is -- there's  
10 a lot of benefits and a lot more training. And as I say,  
11 there's sort of spillover into both areas.

12 MR. ISAACSON: Then last question.

13 MR. SHACHTMAN: Noah Shachtman of *Wired*.  
14 Obviously New York is the top target for terror threats.  
15 And you know, I think we're all aware of that. I work in  
16 Times Square and grew up in Manhattan. But a lot of the  
17 plots you cite don't seem to be much of plots. I mean you  
18 talked about one of the 14 included some joker that wanted  
19 to take down the Brooklyn Bridge with a blowtorch, you  
20 know, not exactly the world's most skilled terrorist.

21 You know, the JFK bombing, those guys, you know,  
22 are sort of characterized as kind of jokers. And in at



1 least a couple of those plots, you know, the FBI and the  
2 U.S. Department of Justice decided not to -- you know,  
3 decided it weren't serious enough for them to play ball  
4 on. So is -- are the 14 -- is that perhaps overstated a  
5 little bit, you know?

6 MR. KELLY: This is a phenomena that we always  
7 see. If in fact something happened, then shame on us. If  
8 it doesn't happen, well, this guy couldn't do it, he's,  
9 you know, mentally defective or whatever. Now, let me  
10 tell you about the Brooklyn Bridge. This individual was  
11 dispatched here by KSM to take down the Brooklyn Bridge.  
12 Now, the Brooklyn Bridge is sort of asymmetrical.

13 It has a room where the cable, the central  
14 cables go in into that room. What he was planning to do  
15 is to get into that room and to cut the cables. Now, you  
16 wouldn't see him. He'd be in there and he would weaken  
17 the center cables and it ultimately would take the bridge  
18 down. This was no madman. This is the guy who was  
19 dispatched. He was a naturalized U.S. citizen. He fought  
20 in Afghanistan against the soviets. He was a --

21 MR. ISAACSON: A Taliban?

22 MR. KELLY: He was a -- I'm sorry?

1 MR. ISAACSON: Taliban?

2 MR. KELLY: No, he was a al-Qaida.

3 MR. ISAACSON: Al-Qaida, okay.

4 MR. KELLY: He was a -- what -- Hazmat material  
5 truck driver so he was able to drive all over the place.  
6 This was the real deal. The way he was caught was KSM  
7 gave him up after he was captured in Pakistan. He gave  
8 the FBI the information. Now, by the way -- so we looked  
9 at the material and he had his picture taken at key  
10 locations throughout Manhattan.

11 So to identify this guy as a joker -- he was the  
12 real deal. And if he had gotten into that room -- and  
13 I've been in the room; we have since wired it, and you  
14 know, put lots of cameras there -- if he had gotten in the  
15 room and he was able to -- what he was using was this --  
16 the sort of blowtorch that cut railroad tracks. It was a  
17 big, heavy-duty torch that would have done the job.

18 And the reason -- he sends back a message  
19 saying, the weather is too hot, because we had a police  
20 officers on the bridge. Why did we have police officers  
21 on the bridge? Because the Brooklyn bridge was identified  
22 in other threats and probably in this threat as the bridge

1 in the *Godzilla* movie. The bridge in the *Godzilla* movie  
2 is the Brooklyn Bridge.

3           So we put -- now, if you go to the Brooklyn  
4 Bridge now, you'll see police officers in either end and  
5 you'll see a police boat harbor launch underneath the  
6 bridge. So -- but this is -- you know, when they're not  
7 successful, they're crazy or they're mentally defective,  
8 whatever. But if they're successful shame on you,  
9 government.

10           MR. ISAACSON: Any last words you want to share  
11 us -- share with us?

12           MR. KELLY: Thank you for having me.

13           MR. ISAACSON: Thank you for being here, Mr.  
14 Commissioner -- Mr. Mayor.

15           (Applause)

16                                   \* \* \* \* \*