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**MEMORANDUM FOR THE RECORD**

**Event:** Frank Navarrete, Director, Arizona Office of Homeland Security

**Type of event:** Interview

**Date:** October 21, 2003

**Special Access Issues:** None

**Prepared by:** Barbara A. Grewe

**Team Number:** 6

**Location:** FBI Phoenix Field Office

**Participants - Non-Commission:** None

**Participants - Commission:** Senior Counsel Barbara A. Grewe, Professional Staff Member  
Caroline Barnes

**Background**

Frank Navarrete was a member of the Phoenix Police Department for 18 years. He then became the director of a state intelligence agency regarding drugs. After a number of years working in the private sector in telecommunications, Navarrete was called by Governor Janet Napolitano's transition team. [note: Janet Napolitano was inaugurated as Governor of Arizona on January 6, 2003.] Navarrete was brought in as director of the Arizona Division of Emergency Management. Then on April 23, 2003, he was appointed Director of the Office of Homeland Security. He is now in charge of homeland security and emergency management for Arizona.

**The Office of Homeland Security**

Navarrete explained that under the previous governor there was a Homeland Security Advisor but that the position did not involve much activity. When the new governor came into office she had a strong view that homeland security should be of high importance in the state. She brought in Chuck Blanchard as the acting director of Homeland Security. They decided that they needed a plan so they hired a consultant from Maryland, John Cohen, to create a plan. During this time Navarrete was running the Office of Emergency Management. Navarrete

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worked with Blanchard and Cohen to create the state homeland strategy. As a result they produced a plan called "*Securing Arizona: A Roadmap for Arizona Homeland Security.*" [note: Navarrete provided the Commission with a copy of the plan.]

### Arizona Counter-terrorism Information Center

Navarrete explained that the plan has ten action items, the most important of which are interoperability of communication systems with the federal government, Mexican government, and other local authorities within Arizona, developing a 24/7 intelligence center, and a disease surveillance system. Navarrete believes the most important development will be the creation of the Arizona Counter-terrorism Information Center (ACTIC). This will be a place where all of the resources against terrorism in Arizona will be centralized, including the FBI's Joint Terrorism Task Force and the Arizona Department of Public Safety (DPS). DPS is the state police force in Arizona.

ACTIC will be both an analytical and operational unit. The intent is to have a place where collection, analysis, and dissemination of counterterrorism information occurs under one roof. They concluded that the biggest problem they faced is the timely exchange of intelligence among the various agencies within Arizona. Navarrete explained, however, that this unit cannot just focus on counterterrorism (CT) because there is a growing nexus between CT and drugs. He noted that Arizona, because of its proximity to the Mexico border, has large drug-related issues.

They are currently in the process of trying to lease space where the ACTIC will be located. Navarrete believes they are close to signing a lease. He believes DPS will move in within five months from the time the lease is signed. There will be two floors, one of which will be a secure compartmentalized information facility (SCIF) where classified information may be collected and analyzed. There will also be an 800 number where anyone in the state can call with tips or other "weird" information. DPS has committed 45 analysts to the effort. Phoenix police department databases will be accessible there for non-police department members. Navarrete says the goal is to "connect the dots" before things happen.

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The key issue is obtaining enough money to make ACTIC a reality. The seed money was obtained by getting each of the counties in Arizona to commit some of its money allocated by the federal Department of Homeland security (DHS) Office of Domestic Preparedness (ODP). Navarrete is working with Senator John McCain and Representative John Shadag to try and obtain more federal funds. They are working on getting money from the FBI as well because the JTTF will be a large portion of the effort. Navarrete said he is working closely with Special Agent-in-Charge (SAC) Charlene Thornton and Assistant Special Agent-in-Charge (ASAC) Ray Churay. He is also working closely with Norm Beasley who is head of DPS. Navarrete says he meets with Churay and Beasley once a week. He explained that he is letting them figure out how to make it work. Navarrete explained that he will exercise "matrix management" over the agencies in the Center. He will not exercise actual control over the people or the management of the unit. He views his role as programmatic management – how did he use the funds? He noted that devising metrics to measure success , particularly on the intelligence side, is very difficult.

### **Relationships with other agencies**

Navarrete said when he left the Phoenix Police Department in 1981 the PD's relationship with the FBI was not very good. He says the relationship is noticeably better now. He says he is not certain why the relationship is better now but believes it might be a people driven situation. He commented that this makes it harder to manage in the long run. He said he knows that there are concerns nationwide about the FBI's willingness to share information.

In his current position Navarrete has numerous dealings with the Department of Homeland Security (DHS). He says he has met with Asa Hutchinson. He attended a DHS Information Analysis and Infrastructure Protection (IAIP) conference. He said that John Brennan, the director of the Terrorist Threat Integration Center (TTIC), came to the meeting and spoke about what TTIC was going to be doing. Navarrete, along with his fellow state homeland security points of contacts, has regular conference calls with people from DHS, sometimes these include Secretary Tom Ridge. He said that DHS is creating a homeland security operations center. Navarrete thought that it was trying to do what the FBI is already doing so he was not

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sure what the point is. He receives items from DHS everyday but they are just informational, like newspaper reports. He believes they are sending things out just to justify their existence. He believes everyone is just trying to do something but they are very disorganized and just going after "low hanging fruit." Navarrete believes that DHS needs more input and advice from state DHS contacts who are located "outside the beltway." For example, Navarrete believes homeland security should be regionalized so areas with common issues can work together. He believes funding should also be on a regional basis. Navarrete is planning on visiting the people running the California Anti-Terrorism Information Center (CATIC) to learn how they are addressing the problem.

He noted that local police departments are the eyes and ears of the state. Thus, he wants there to be standardized training on things such as Hazmat, CT, and intelligence, so that everyone will be working from the same base. He is working on obtaining ODP funds for such training. He said that Maricopa Community College was developing training programs for officers around the state to take and for which they could earn credits.