

## **Action plan for federal government development of the SHARE network**

(Exhibit A, Page 12, of *Creating a Trusted Information Network for Homeland Security*. Markle Taskforce on National Security in the Information Age, December 2004)

### **The President should issue an Executive Order that does the following:**

1. Sets the goal of creating a decentralized network along the lines set out in this report
2. Sets forth specific and clear objectives for improved analysis and information sharing, which each federal agency should be required to meet by December 31, 2004
3. Establishes guidelines for agencies' collection, use, and dissemination of information, including private sector information
4. Establishes a process for Executive Branch review of agencies' performance in improving analysis, information sharing, and utilization of private sector information, to take place after December 31, 2004
5. Designates the DHS as the lead agency of an interagency, public-private process to establish the concept of operations for the network, directs other agencies to offer their full assistance and cooperation, and establishes a timeframe for implementation
6. Clarifies the respective roles of the DHS, the TTIC, and other federal agencies in information sharing and analysis.

### **The President should also issue a second Executive Order or other directive that does the following:**

1. Establishes guidelines governing the authority of the TTIC and other intelligence, defense, and security agencies to receive, retain, and disseminate information gathered in the U.S. about U.S. persons
2. Establishes guidelines governing intelligence agencies' ability to set requirements for (or "task") domestic collection of information
3. Creates within the TTIC appropriate institutional mechanisms to safeguard privacy and other civil liberties.

The contents of the Executive Order should be unclassified to the maximum extent possible and put out for notice and comment. In addition, the President should consider introducing legislation to codify the appropriate scope of the TTIC's use and dissemination of information about U.S. persons.

### **The DHS should do the following:**

1. Convene an interagency, public-private group to design a strategy and concept of operations for the decentralized network we describe, which should render a working plan within a year

2. Work with state, local, and private sector entities to create decentralized analytical centers, foster their ability to communicate with other players in the network, and establish standards for digitization, retention, and communication of information
3. Establish clear mechanisms for responding to requests for threat and vulnerability information from local officials
4. Establish a process for ensuring that as much information as possible is being shared among network entities, including a dispute resolution mechanism to resolve disagreements among agencies about how much information can be shared
5. Establish a process for overseeing federal agency development and implementation of guidelines governing the acquisition, use, retention, and dissemination of private sector information and the creation of methods for ensuring oversight and accountability
6. Work with state, local, and private sector entities to institute information-sharing and analysis objectives for these entities, and establish a process with them for jointly evaluating their performance after December 31, 2004, and thereafter on an ongoing basis

**The FBI should do the following:**

1. Establish mechanisms for sharing information with state and local law enforcement agencies, and for encouraging those agencies to share directly with other players in the network
2. Establish clear mechanisms for responding to requests for threat and vulnerability information from local officials

**All government agencies with homeland security intelligence responsibilities should do the following:**

1. Set up mechanisms to produce more information that can be readily disseminated to other players in the network, including unclassified information
2. Identify specific categories of private sector information they need, using a scenario-driven process that considers the types of situations they might confront in investigating or seeking to uncover terrorist activity
3. Institute guidelines governing the acquisition, use, retention, and dissemination of private sector information, and establish methods to ensure oversight and accountability

**Congress should do the following:**

Undertake to review the performance of federal agencies in improving analysis and information sharing along the lines set out in this report, and in utilizing private sector information while protecting civil liberties. This review should take place after December 31, 2004.