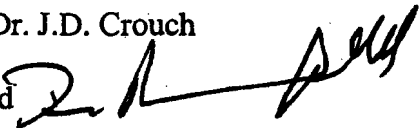


FOUO

January 12, 2006

TO: Stephen J. Hadley
CC: The Honorable Dr. J.D. Crouch
FROM: Donald Rumsfeld 
SUBJECT: The Circular PC Meeting on "Lead Departments," "Blended Leads," "Co-Leads," and the like.

This issue has been pending since last June -- some seven months. I think it is important that it be settled. My recommendation is that you put the Department of State, the Department of Homeland Security, and anyone else you want in charge of all of them. But, whatever you do, do not put the Department of Defense in as a "co-chair", or a "blended lead," or a "rotating lead."

My view is that the President ought to be able to know who he should hold accountable, and, only if you put somebody in charge, is that going to be possible.

In the DoD we are comfortable working in a "supporting" role with others, as opposed to a "supported" role where others support us. We understand the concept, we can do it, and we can certainly work comfortably with others in the lead of all those groups.

As you know, I left the PC before it ended, as you were about to summarize. I have not yet seen your written summary of that meeting, but as you know, I did not agree with what was being discussed.

This memo reflects my personal view and recommendation, and I would not want the written summary of that meeting to leave the impression that I acquiesced in co-chairs, blended leads, or rotating leads, or that I recommended that the NCTC take the lead, given the restrictions in the legislation and the President's views.

Thanks.

DHR:ss
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