

THE WHITE HOUSE
WASHINGTON

December 15, 2001

Dear Director Allbaugh:

I would like to convey to you my sincere gratitude for the contributions that Deputy Director Michael Brown made to the National Security Council's Deputies Committee, over the two months following September 11, as it addressed the need to better protect America against terrorist attack. We met almost every day and often multiple times daily under great time pressure. Over this period many issues were addressed, papers prepared, and decisions made, all in very short order. The contribution made by your people and particularly Michael was critical.

During this time, a process was begun to enhance the preparedness of the United States so that our country will be ready to prevent, deter and react to acts of terror. The NSC responsibility in this area has now been passed to the new Homeland Security Deputies Committee chaired by Admiral Steve Abbot, USN (Ret.). I am confident that Admiral Abbot will continue this work ably and that his experience and leadership will prove invaluable not only to the HSC Deputies Committee but to our country as well.

I wanted to personally commend Michael for the wonderful job he did and is doing to protect our nation.

Sincerely,



Steve Hadley
Assistant to the President and
Deputy National Security Advisor

The Honorable Joseph Allbaugh
Director
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