**December 15, 2006**

TO: Pentagon Personnel

FROM: Donald Rumsfeld

SUBJECT: "Snowflakes" – The Blizzard Is Over

This is my final snowflake -- as Secretary of Defense.

Over the past six years, thousands of these memos have fallen -- sometimes in blizzards and flurries and sometimes in cold and lonely isolation.

Yet -- as surprising as this may seem to those who may have been buried in the deluge -- there are many people in the Department who have never received a snowflake. A few souls have even requested one.

This snowflake is especially for them.

Its message is, perhaps typically, to the point: Thank you!

The men and women of this Department have worked long hours to accomplish a multitude of missions and to keep the American people safe. You have played important roles during times of great consequence for our country. For that you have my respect and appreciation. I will treasure our time together.

Oh, and one final note. Somewhere there may be a few folks who hoped to run out the clock on their outstanding snowflakes. Well, I want you to know -- You have not been forgotten!

Nonetheless, in the spirit of the season, as my last official act as Secretary of Defense, I hereby grant a general amnesty for any outstanding snowflakes.

The blizzard is over! Thank you all for all you do for our wonderful country. Well done!

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*Please respond by* not applicable