



FEB 27 2013

Dear Columbia River Basin Team,

After four years as NOAA Administrator, I believe more than ever that NOAA plays a central role in connecting people with the natural environment. NOAA provides science, services, and stewardship that contribute to sustainable economic growth—through restoring the health of commercial and recreational fisheries, improving the resilience of America's coastal communities, and safeguarding people and physical infrastructure from hazardous weather events. NOAA generates tremendous value for the nation and our role is all the more important given the profound economic, environmental and societal challenges we have been navigating.

I've been delighted with all we've been able to do together. The agency has tackled some big challenges, and through an emphasis on transparency, integrity, innovation, team work and communication, we have made significant progress on multiple fronts. As you know, NOAA's breadth is one of our greatest challenges, but it's also our greatest strength.

To make real and measurable progress, we have relied on dedicated and focused teams of NOAA personnel who pulled together to make a difference. Much of this progress required integration of efforts across line and staff offices and with a wide variety of partners and stakeholders. Our One-NOAA approach has proven its power time and again.

It is not enough that I know about and appreciate your work. I want to take a moment to tell you directly how grateful I am for your contributions to the effort. So please consider this note a big 'Thank you!' for what you have done and are continuing to do.

In particular, I want to recognize your team's leadership and achievements in helping us achieve success with the Columbia River Biological opinion process.

In general, the action agencies have greatly enhanced investments and infrastructure to implement the Federal Columbia River Power System Biological Opinion. I am pleased with the success of the partnerships that have been developed in implementing this Biological Opinion because those relationships are needed for success in the long-term. Specifically, your work on the hydrosystem, predation, hatchery and Adaptive Management Implementation Plan measures have truly been remarkable.

I offer my sincere congratulations and thank you to all our NOAA personnel involved in this important endeavor. Please pass this letter along to all the team members who contributed to this monumental success.



I am well aware of how much work lies ahead. But because I have experienced your impressive talent and your deep-felt dedication to our mission, I am confident that you will continue to tackle problems and devise creative solutions. Most of all, I appreciate the opportunity to work with you. I will miss you, but know you will continue devoting your energy and talent to fulfill our mission.

I am deeply grateful for your passion, your commitment, your excellence, and your sacrifices. It is an honor to work with each of you. For now, as Administrator, I say a simple but heartfelt 'Thank You!'

Sincerely,

A handwritten signature in blue ink, appearing to read "Jane Lubchenco". The signature is fluid and cursive, with a large initial "J" and "L".

Jane Lubchenco, Ph.D.
Under Secretary of Commerce
for Oceans and Atmosphere