



FEB 27 2013

Dear National Ocean Policy 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 persistence in helping us achieve our objective to provide clear guidance on what the National Ocean Policy means to the nation and to NOAA, and how we can best utilize its provisions and partnerships to strengthen the implementation and achievement of our own priorities.

As you know, since the release of the recommendations of the Interagency Task Force we have been working within NOAA and with our external partners to determine which actions are critical to address the key tenants of the nine priority objectives identified by the National Ocean Policy, and how we can turn those actions into achievable milestones that put our goals in reach. Admittedly, through the years there have been disagreements, delays, and at times doubts. Yet your belief in the importance of this effort remained unwavering, and due to the relentless leadership you exemplified, you and your teams led us to an outcome we can be proud to be a part of. The Implementation Plan well reflects our priorities and goals, and puts us on a track to comprehensively, with our partners, achieve a whole that is truly greater than the sum of its parts.



Though the work of implementing the policy is only beginning, we know that it is only through your commendable efforts that we can say, at last, that we can begin—that the United States of America has a National Ocean Policy, that we know how it needs to be implemented to make progress on and achieve its nine priority objectives, and that NOAA is poised to help lead the way.

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 drive and your deep-felt dedication, 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 talents to fulfilling 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