



FEB 27 2013

Dear Ocean Acidification 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.

I want to underscore how valuable your work has been and how proud I am of the progress we have made on ocean acidification in the last four years. Since the U.S. Congress signed into law the Federal Ocean Acidification (OA) Monitoring and Research Act (FORAM) in March 2009, your team has undertaken huge initiatives under FORAM's mandate for OA monitoring and research. NOAA's Ocean Acidification Program has grown from the ground up into the lead for ocean acidification observing, both nationally and internationally.

OA is a challenge not just to understand the changes in ocean chemistry, but what they mean for lives, livelihoods, and communities, and to get out ahead and manage the considerable global risks it poses.

NOAA can and should take the lead in ensuring affected US industries have the scientific support that they need to continue to have vibrant industries. I appreciate you taking the first steps to make this happen, and being at the forefront of initiatives like the Washington State Blue Ribbon Panel.



Your efforts are setting the stage for the future of OA research globally and underscoring the importance of novel research initiatives like your involvement with the X Prize Foundation. Thanks for all your hard work to build such a successful program.

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