Attachment 2

Dale Hall/[redacted]
02/08/2006 07:57 AM

To FWS Directorate & Deputies
cc
bcc
Subject Fw: Operational Discussion

The discussion on the phone call today will include this email and the February 3 memo I sent you.

Dale

---- Forwarded by Dale Hall[redacted] on 02/08/2006 07:54 AM ----

Dale Hall/ARL/R9/FWS/DOI

Dale Hall[redacted]
02/07/2006 07:42 AM

To Matt Hogan, David Smith, Hoffman, Paul, Julie McDonald, Marshall Jones, Renne Lohoefener, Margaret Hopkins[redacted]
cc
Subject Operational Discussion

Thanks everyone for the good discussion last night. If we are all going to be able to handle the heavy workload, discussions like this are going to be very important in ensuring a smooth process. Here are the key points I think we agreed on. Please let me know (with copy to everyone else) if I missed anything.

1) All science will be formulated in the Service. It's our (the Service) responsibility to include all pertinent science and information, give an accurate estimate of the reliability of the science (how strong it is relative to the question at hand), and cite any literature in the Administrative Record used in any way to help make a decision. We'll ensure that all pertinent literature at our disposal is included and referenced using established bibliography citation protocol. We believe our obligation is to accurately reflect the science, not to try and "build a case".

2) The drafts coming in for my review will ensure there is a valid assessment of the scientific stage of reliability of the information (data, information, knowledge) and the strength of the science relative to its ability to help us in making policy determinations. Under normal circumstances, this will give us the ability to discuss policy determinations, or to establish positions, within a range supported by the science. There is almost never one clear answer to ESA, FERC or other questions, and our objective is to ensure we have as clear of an understanding of the range of options as we can have.

3) No drafts or other documents will come over to the A/S corridor until I have seen them or given my concurrence that they represent the views of the Service. I will withhold my signature on documents until we have all had a chance to discuss what has been forwarded as draft. Review of the draft will occur concurrently within a set time frame (I think we agreed on 10 days) and then we will discuss all recommendations together and make agreed upon changes. If literature cited in the document is in electronic form in the field office, that will be forwarded with the draft. If not, we agreed that an intern could be assigned to find the citations and either print them off or put them in electronic form.

4) We will receive a written briefing just at the point the field is beginning to write the document. We expect this will be in the form of a two page or so briefing document accompanied by a conference call. This is an excellent opportunity for us all to become aware of what the field is thinking and the basis of the thought. The real value here is to give advice and suggestions to the field so they can assist in providing

information in the draft to answer expected questions. We assume this will occur approximately six months prior to the due date for publication of proposed/final rules and about a month before we would receive a 90-day finding. In either case, it will occur before writing has begun in earnest. We agreed there will be no requests to the region or field for information during the formulation process, and post formulation requests will be given to me.

5) All drafts will be provided to the A/S corridor at least two weeks prior to publication date. I will work within the Service to ensure that occurs.

6) The discussions between you in the A/S office and me will focus on policy direction or policy decision-making. Identification of other weaknesses in the draft are welcomed, but will be given to me as the responsible person in the Service to make necessary corrections or improvements. If I am not in town, Marshall or Ken will serve in my stead as I try to engage by phone. This will be tricky until we get better at it, but we will keep working it until a solid process emerges.

I want to thank you all for understanding the work load on our staff and giving them the breathing room to get their cut at the assignment done. The Regional Directors will be actively engaged to help me ensure the drafts and finals are at the quality we all want. Let me know if I have missed anything.

Tks

Dale