



**T**Tracking  
**A**nd  
**I**ntegrated  
**L**ogging  
**S**ystem

# TAILS

## History and Background

TAILS  
Phase 7

1



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### TAILS: History and Background

## Historical ES Tracking Systems Usage

- ◆ Office Activity Logging System (OALS) ▲
- ◆ Activity Tracking and Management System (ATAMS) ○
- ◆ Other (or no) Systems ■

### FY 2005 Deployments



More than 20 separate (but nearly equal) systems

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## TAILS: History and Background

### The TAILS Proposal

- ◆ Invest in a Service-wide system for all ESFOs  
Can't afford to continue redundant, inconsistent efforts
- ◆ Develop it in phases with Activity-based Modules  
Integrate and interconnect Modules (Section 7, Contaminants, etc)
- ◆ Use Service-wide User Acceptance Team (UAT) to design it  
Experience matters, Real world flexibility needs, Buy-in w/ participation
- ◆ Refine definitions and policies for consistent data  
Improve field level understanding of how to respond, why and what to track
- ◆ Allow for direct End-of-Year performance / other reporting  
Use data entered throughout the year as basis, reduce ESFO scrambles
- ◆ Provide views of data to public and partners  
Web-based access to all (limited info – read only) or password secure
- ◆ System can have core elements uniform, yet be customized  
Although a National System – Interface and data collected locally controlled

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## TAILS: History and Background

### What is TAILS ?

- ◆ A Web-based, password protected, intranet site
- ◆ Hosted by / Integrated within the Service's **ECOS**
- ◆ Used to record ES Field Office 'Activities'
- ◆ Current version has three major Modules
  - Section 7 Consultation Activities
  - Advance Planning - Federal Activities
  - Environmental Contaminant Activities
- ◆ Additional Modules are under development
- ◆ Has a Flexible Data Model/Customizable Interface

**ECOS = Environmental Conservation Online System**



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## TAILS: History and Background

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### Who are the TAILS users and how do they use it?

<ul style="list-style-type: none"> <li>◆ <b>Field Offices</b> <ul style="list-style-type: none"> <li>– Who’s doing What for Whom, Where</li> </ul> </li> <li>◆ <b>Regional Offices</b> <ul style="list-style-type: none"> <li>– Which Species, What Activities, How Soon</li> </ul> </li> <li>◆ <b>Washington Office</b> <ul style="list-style-type: none"> <li>– Efficient and supportable performance/other reporting</li> </ul> </li> <li>◆ <b>Partners / Constituents</b> <ul style="list-style-type: none"> <li>– Valuable but limited access to web-based reports</li> </ul> </li> </ul>	       	<p style="color: yellow; margin: 0;"><b>All the Details</b></p> <p>Who is assigned to . . .</p> <p>Make a map of . . .</p> <p>Where is the file on . . .</p> <p style="color: yellow; margin: 0;"><b>Management Scenarios</b></p> <p>Which Species is . . .</p> <p>The #1 Activity that . . .</p> <p>Get Admin Record for . .</p> <p style="color: yellow; margin: 0;"><b>Accounting / Reporting</b></p> <p>How many Formal . . .</p> <p>How many Acres . . .</p> <p>How much Money . . .</p> <p style="color: yellow; margin: 0;"><b>Inquiring / Locating</b></p> <p>When will . . .</p> <p>What was the decision on .</p> <p>What recommendations . . .5</p>
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## TAILS: History and Background

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### What Does TAILS Provide to the Service?

- ◆ Continues to Provide for Field Office operational needs
- ◆ Provides for Regional Office management/budget needs
- ◆ Increases consistency in data collected (definitions/policies/interface)
- ◆ Responds to Washington Office accountability/reporting needs
- ◆ Provides easy access to defensible (audit survivable) data records
- ◆ Consolidates redundant efforts & shows fiscal responsibility
- ◆ Does so while adhering to all security mandates/protocols
- ◆ Provides improved data integration (ECOS and web)
- ◆ Includes an efficient, expandable system design
- ◆ Reduces training costs
- ◆ Provides professional Technical Support (ECOS Help desk)
- ◆ Provides access 24/7 from remote locations with little down time
- ◆ No cost aggregation to Regional and Washington Offices
- ◆ Flexibility for users (ESFOs decide how detailed they record)<sup>2</sup>
- ◆ Becomes more customer-oriented to public/partners
- ◆ Improves support with Washington signoffs and funding

Beyond performance-based, Nationally required fields

The Investment is not just to the “The System” (Hardware/Software), but also to an expanding philosophy of service, transparency and accountability gains as a result of staff data-entry time costs. A time and energy investment with benefits exceeding costs.



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## TAILS: History and Background

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### What Office Efficiencies can TAILS Provide?

- ◆ Allows for default settings, auto-fill, templates (coming)
- ◆ Eases secure access to information (via FWS intranet)
- ◆ Provides secure/assured document storage (ECOS Digital Library)
- ◆ Provides robust and integrated search capability
- ◆ Provides common reporting tools (Adobe Acrobat, Microsoft Excel)
- ◆ Provides Mapping connections (ArcGIS, TAILS Mapper, Google Earth)
- ◆ Promotes cross-sharing of information (Intra/Inter-Office/Agency)
- ◆ Increases transparency of workload/resource requirements
- ◆ Realizing reduction / elimination of double-logging
- ◆ Expanding data integration within ECOS / Other Systems
- ◆ Improving office flow / Reducing handling time
- ◆ Greatly reducing EOY Reporting and data calls drain
- ◆ Reducing training costs, Expands capabilities and much more



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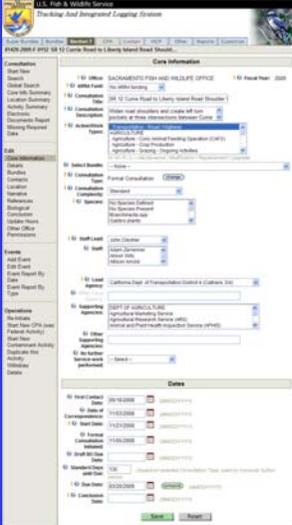
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## TAILS: History and Background

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### What Information can TAILS Collect?

- ◆ **Section 7 Consultations**
  - Consultation ID, Name, Description,
  - Consultation Type, Complexity,
  - Action/Work Type,
  - ARRA funding source,
  - Species involved, surveyed for, found,
  - Lead Staff, Supporting Staff, Hours,
  - Date Started, Date Due, Date Concluded,
  - Biological Conclusion, Critical Habitat,
  - Species Take,
  - Action Agency, Supporting, Contacts,
  - Location (TRS, Watershed, Lat/Long),
  - What is it related to (Fire, FOIA, etc),
  - 'Events' that occurred (site visit, call, etc),
  - Other 'Activities' that it relates to,
  - File names/locations and uploads and much, much more



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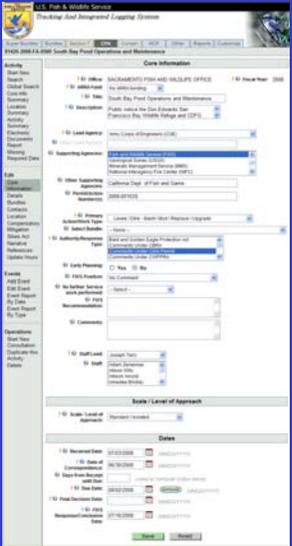
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### What Information can TAILS Collect?

- ◆ **Conservation Planning Assistance**
  - CPA Activity Name and Description,
  - Action Agency, Supporting, Contact,
  - Authority Response Type,
  - ARRA funding source,
  - Trust Resources involved,
  - Lead Staff, Supporting Staff, Hours,
  - Date Started, Date Due, Date Concluded,
  - What were the Recommendations,
  - What Mitigation occurred,
  - Habitat Type Protected/Restored, Acres,
  - Species-related measures,
  - Scale / Level of Approach,
  - Location (County, Watershed, Lat/Long),
  - ‘Events’ that occurred, Documents uploaded, and much, much more





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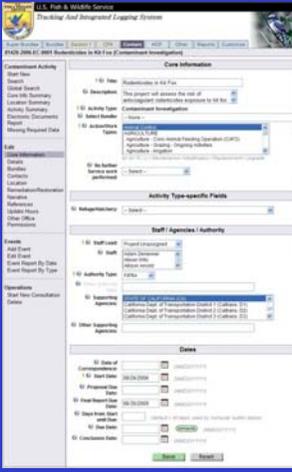
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## TAILS: History and Background

### What Information can TAILS Collect?

- ◆ **Contaminant Activities**
  - Contaminant Activity Type,
  - When and Where it occurred,
  - Contaminants involved,
  - Suspected Responsible Party,
  - Species / Habitats / Refuges involved,
  - FWS Position,
  - What does it relate to (NRDA?),
  - Remediation/Restoration activities,
  - Lead Staff, Supporting Staff, Hours,
  - Date Started, Date Due, Date Concluded,
  - Action Agency, Supporting, Contacts,
  - Location (County, Watershed, Lat/Long),
  - ‘Events’ that occurred,
  - Associated documents / locations and much, much more



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## TAILS: History and Background

### The Flexible TAILS Data Model

Each Office decides how detailed they want to log

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## TAILS: History and Background

### TAILS has Standards but is Customizable

Each Office defines (to some degree) their interface

All	S7	FA	EC	B	GPRA	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AGRICULTURE	FA
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	. Agriculture - Conc Animal Feeding Operation (CAFO)	FA
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<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	. . Agriculture - CAFO - Poultry	FA
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	. . Agriculture - CAFO - Sheep	FA
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	. . Agriculture - CAFO - Other	FA
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	. Agriculture - Crop Planting	FA
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<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	. . Agriculture - Grazing - Ongoing Activities - Sheep	FA S7
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	. . Agriculture - Grazing - Ongoing Activities - Other	FA S7
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	. Agriculture - Grazing - Permit Renewal	FA S7

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## TAILS: History and Background

### TAILS allows for Flexible Business Processes

**Each Office retains their own Business Process Model**

Office Process Model 1

Office Process Model 2

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## TAILS: History and Background

### TAILS Provides Robust Logging & Searching

Welcome to TAILS!

Search Existing    Start New    Tools / Utilities

Super Bundle

Bundle

Section 7 Consultation

Federal Activity

Contaminant Activity

HCP Activity

Other Activity

Home Page

Find Existing

Start New

Add Details

Add Events, Upload Documents

Fiscal Year	Lead	Lead Office	Active/Concluded	Activity Type	Activity Code	Activity Title	Lead Agency	Staff Lead
2000	3	HOUSTON ECOLOGICAL SERVICES FIELD OFFICE	Active, Started 26	SP	21430	Whisper/Gardens Energy Missions Natural Gas loop	Army Corps of Engineers	Erving, Edith
2000	2	HOUSTON ECOLOGICAL SERVICES FIELD OFFICE	Included 01-APR	SP	21430	Whisper Dept of Army Armed Forces Reserve Center	Department of Defense (DOD)	Erving, Edith
2000	2	HOUSTON ECOLOGICAL SERVICES FIELD OFFICE	Included 02-APR	SP	21430	Whisper/PC/Chaparral LPG Terminal Pipeline	Army Corps of Engineers	Barton, Mike
2000	2	HOUSTON ECOLOGICAL SERVICES FIELD OFFICE	Included 03-DEC	SP	21430	Rubens/Surface Transportation Board/have rail line in Liberty County	Surface Transportation Board	Harner, Kathy
2000	3	HOUSTON ECOLOGICAL SERVICES FIELD OFFICE	Included 04-APR	SP	21430	Lead Pines HCP	Fish and Wildlife Service	Wagner, Jefferey
2000	3	HOUSTON ECOLOGICAL SERVICES FIELD OFFICE	Included 04-FEB	SP	21430	Chubling/Williams/Williams Gas Pipeline Transcon	Federal Energy Regulatory Commission	Harner, Kathy
2000	2	HOUSTON ECOLOGICAL SERVICES FIELD OFFICE	Included 04-FEB	SP	21430	Shawley/Quaranta/Phase 1 Environmental Site Assessment	Texas Commission on Environmental Quality	Harner, Kathy

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Get Comprehensive, Targeted Reports

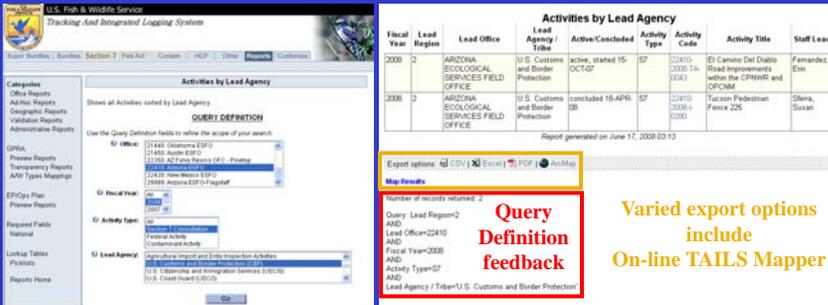
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## TAILS: History and Background

### TAILS Provides Powerful Reporting/Exporting

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Fiscal Year	Lead Region	Lead Office	Lead Agency / Title	Active/Concluded	Activity Type	Activity Code	Activity Title	Staff Lead
2008	2	ARIZONA ECOLOGICAL SERVICES FIELD OFFICE	U.S. Customs and Border Protection	active, started 15-OCT-07	57	22410-2008-1a-3343	EI Camino Del Diablo Road Improvements within the OPIWNR and OPIWNR	Fernandez, Evan
2008	2	ARIZONA ECOLOGICAL SERVICES FIELD OFFICE	U.S. Customs and Border Protection	concluded 16-APR-08	57	22410-2008-1-2080	Tucson Pedestrian Fence 225	Shera, Susan

**Query Definition feedback**

Number of records returned: 2  
 Query: Lead Region=2 AND Lead Office=22410 AND Fiscal Year=2008 AND Activity Type=57 AND Lead Agency / Title=U.S. Customs and Border Protection

Varied export options include On-line TAILS Mapper

- Reports are available at Staff, ESFO, Regional Office and Washington Office levels
- Time-stamped Report Results portray feedback on the query performed
- Report Exports include Comma-separated Value (CSV), Excel, PDF, and ArcMap (GIS)
- Report Results may also be directly mapped (without true GIS) to the TAILS Mapper
- Microsoft Excel and ArcMap are seen as extension tools to TAILS (no reinvention)

## TAILS: History and Background

### Example: Reporting and Exporting

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#### Administrative Record Report



There is a large number of pre-canned, topical Reports in TAILS designed to make access to TAILS information quick and easy.

There is also a very robust Ad-Hoc Report tool that allows users to make custom reports

One very powerful Ad-Hoc Report under development is the 'Administrative Record Report', which also assists with FOIAs and other tasks and is planned to:

- Allow robust user query / subsetting / content control
- Gather appropriate Activities, Events, etc
- Create an Index file of assoc electronic documents
- Export (en masse) to Excel the index and linked docs
- Starting Point for CD/DVD creation for AR, FOIA

**General Wildlife Services**

Headquarters: 3224 N. Chippewa Road, Suite 100, Boise, ID 83724  
 Phone: 406-325-1171 Fax: 406-325-1172 Email: info@wildlife.gov

January 22, 1999

Mr. Tony B. Johnson  
 Non-urgent Search Chair  
 American Over and Fish Department  
 2221 W. Chippewa Rd.  
 Phoenix, AZ 85024-4399

Dear Tony:

Enclosed here is a letter and comments that I found in Winter and Wildly on the 12th week. They had some very good information on it.

(e.g., All Section 7s for the last 5 years that had anything to do with Jaguar)

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**TAILS: History and Background**

**TAILS allows Reporting & Mapping Extensions**

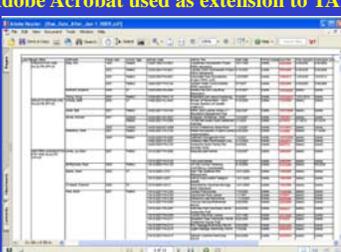
Microsoft Excel used as extension to TAILS



ArcMap used as extension to TAILS



Adobe Acrobat used as extension to TAILS



Google Earth used as extension to TAILS



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**TAILS: History and Background**

**Example: Mapping Extension**

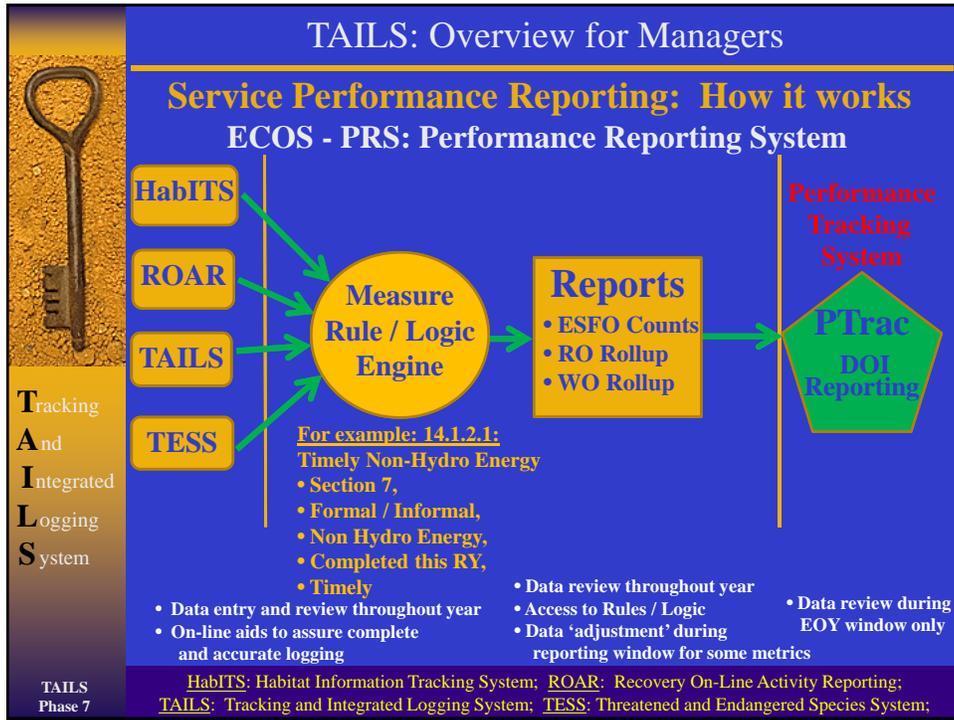
Google Earth used as extension to TAILS



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### TAILS: History and Background

## Service Performance Reporting: How it works

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For example: 14.1.2.1:  
Timely Non-Hydro Energy

- Section 7,
- Fomal / Informal,
- Non Hydro Energy,
- Completed this FY
- Timely

21410.2009.1.0016 Dewbre Petro - Hidalgo Pate #4 - new drill site

Consultation	Consultation Core Info Summary
Start New	Consultation Title: Dewbre Petro - Hidalgo Pate #4 - new drill site
Search	ARRA Fund: No ARRA funding
Global Search	Consultation Description: new drill site located on private property adjacent to Pate Bend NWR, spoke with consultant, will be attached to existing line.
Core Info Summary	Consultation Type: Informal Consultation
Location Summary	Consultation Priority: Standard
Activity Summary	Comments: None entered
View	Action/Work Items: <ul style="list-style-type: none"> <li>• Oil or Gas - Pipeline - Onshore - New Construction - Below Ground</li> </ul>
Core Information	Species: <ul style="list-style-type: none"> <li>• Gulf Coast jaguarundi (Herpailurus (=Felis) yagouaroundi cacomtli)</li> <li>• Ocelot (Leopardus (=Felis) pardalis)</li> <li>• Northern aplomado falcon (Falco femoralis septentrionalis)</li> <li>• Star cactus (Astrophytum asterias)</li> <li>• Walker's manioc (Manihot walkerae)</li> <li>• Texas ayenia (Ayenia limitaris)</li> </ul>
Services	Staff Lead: Brunilda Fuentes-Capozello
Bundles	Staff: None entered
Contact	Lead Agency: International Boundary and Water Commission
Narrative	Other Lead Agency: None entered
References	Supporting Agencies: None entered
Biological Conclusion	Other Supporting Agencies: None entered
Events	No further Service work performed: None entered
Event Report By Date	First Contact Date: 09/02/2008
Event Report By Type	Date of Correspondence: 09/01/2008
	Start Date: 10/15/2008
	Is until Due: Concluded
	Due Date: 11/15/2008
	Conclusion Date: 10/16/2008
	Draft BO Due Date: None entered
	Draft BO Date: None entered
	Final BO Date: None entered

## TAILS: History and Background

### Service Performance Reporting ECOS Integration

For example: 14.1.2.1:  
Timely Non-Hydro Energy

- Section 7,
- Fomal / Informal,
- Non Hydro Energy,
- Completed this FY
- Timely

PRR Report

Measure	Program Choose	ECOS value (May 11, 2009)	Office Adjustment	ECOS value with Adjustments
14.1.2 (Percentage: 14.1.2.1 / 14.1.2.2) Percent of formal/informal "Energy (Non-Hydropower)" consultations addressed in a timely manner <a href="#">[Link]</a>	Section 7 Consultation	82.35%	0%	82.35%
14.1.2.1 Number of timely formal/informal "Energy (Non-Hydropower)" consultation responses <a href="#">[Link]</a>	Section 7 Consultation	14	0	14
14.1.2.2 Number of formal/informal "Energy (Non-Hydropower)" consultation responses <a href="#">[Link]</a>	Section 7 Consultation	17	0	17

14.1.2.1 : Number of timely formal/informal "Energy (Non-Hydropower)" consultation responses for fiscal year 2009

Region: 2  
Reporter: CORPUS CHRISTI ECOLOGICAL SERVICES FIELD OFFICE(21410)

List of 57 Consultations contributing to the Performance Measure Value of: 14

View	Activity Code	Title
<a href="#">View</a>	21410-2009-I-0016	Dewbre Petro - Hidalgo Plate #4 - new drill site
<a href="#">View</a>	21410-2009-I-0044	Tennessee Gas Abandonment of Heyser Line 5A-100
<a href="#">View</a>	21410-2009-I-0061	Transco- Maintenance work on existing pipeline meter station
<a href="#">View</a>	21410-2009-I-0085	gulf South Pipeline-San Antonio River Replacement Project

Yep, count this one

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## TAILS: History and Background

### TAILS and Lingering Consistency Issues



### Policy Example



### Performance Measures and Workload Factors —Section 7, Consultations—

One, definitely

Three, perhaps

Twenty, no doubt

A single letter comes in to the Field Office, outlining consultation on the next several months work for a Communications Company (20 new towers). It's found that 18 towers will have 'No Effect' while one 'Is Likely to Affect' and another will cause 'Adverse Modifications'. How many Consultations ?

These inconsistencies are not as a result of TAILS, but rather TAILS has 'exposed' them more (and is helping to address them)

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Tracking And Integrated Logging System

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**TAILS and Lingering Consistency Issues**



Guidance Example



**Performance Measures and Workload Factors  
—Project Planning and Other Select Programs—**

The term “Technical Assistance Requests Received” includes any written communication, including email notices, asking the Service to attend meetings, visit sites, comment on documents, conduct studies, or complete some other **significant task**. Do not include telephone calls or minor emails, unless they constitute a specific request to: participate in a meeting, including a conference call; provide comments in writing; or complete some other **significant task**. **Define ‘significant’**

**These inconsistencies are not as a result of TAILS, but rather TAILS has ‘exposed’ them more (and is helping to address them)**

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**What we’ve done so far**

- ◆ Reviewed all known Tracking Systems and Invited Leads
- ◆ Requested and received WO and ARD approval to proceed
- ◆ Received Development & Operations and Maintenance \$\$
- ◆ Established and are renewing User Acceptance Team (UAT)
- ◆ Assured user base (over 1,200 staff) drive development
- ◆ WO program leads providing standards and guidance
- ◆ Management Team meets regularly to define/prioritize
- ◆ Trained numerous ESFOs (NCTC, on-site, web-based)

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## TAILS: History and Background

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### There is More Work to be done

- ◆ Add additional Modules and Features, Increase integration
- ◆ Identify partners who can get valued returns & can contribute
  - (DOD, DOT, etc)
- ◆ Develop FWS User Community Forum
  - Best Practices, Success Stories, ListServe, Partnering Techniques,
- ◆ Strengthen web site for Audited User Feedback
- ◆ Development of Tiered Training Mechanisms
- ◆ Identify Public Access Policy and Deploy
- ◆ Define Benchmarks, Evaluation Criteria and beat them

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## TAILS: Overview for Managers

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### TAILS Statistics (through FY 2012)

Legend

- ≤ 1,000
- 1,001 - 5,000
- 5,001 - 10,000
- 10,001 - 20,000
- > 20,000

#### Number of Activities



- Offices using TAILS: 101
- FY 2012 Loggers: 1,318
- Bundles Logged: 36,851
- Activities Logged: 476,560
- Events Logged: 459,849
- Electronic Documents Identified: 216,990
- Web hits/month: maximum (typically in August) 2.2 million
- ECOS Integration: Significant (TESS, CAP, CID, IPaC, PRS, COED, CH)
- Basis: Section 7, CPA Activities, Contaminant Activities; through Sept 2012; Select legacy data have been uploaded from R2 and Sacramento back to 1976
- **A number of sub-offices log to their Home Office and are portrayed as such**

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**T**  
**A**nd  
**I**  
**L**ogging  
**S**ystem

## TAILS: History and Background

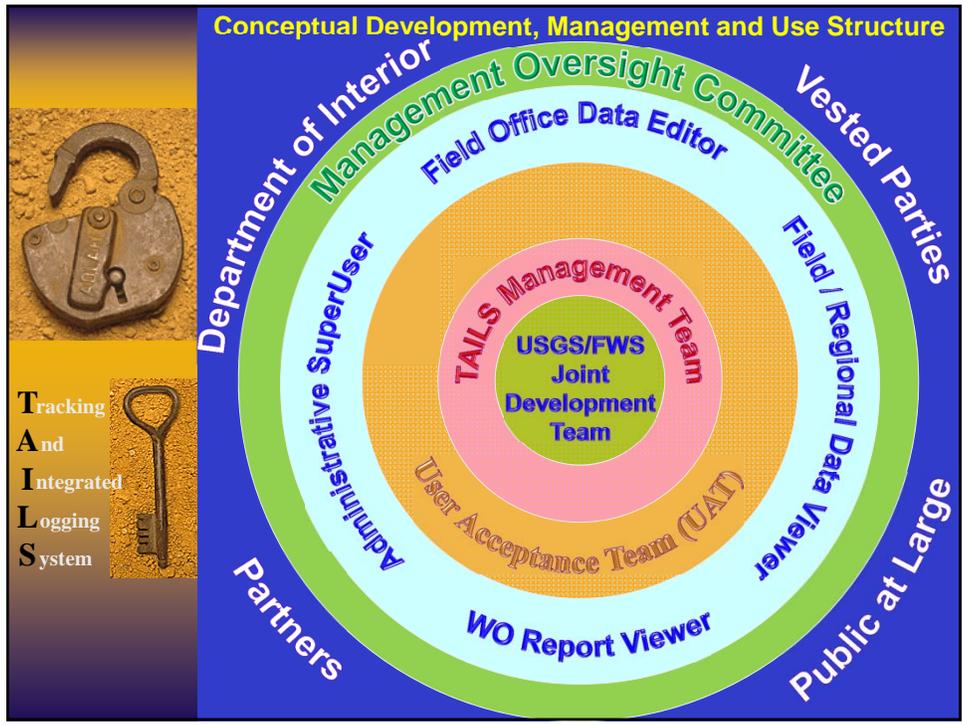
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### TAILS Management Team

- Jason Duke  
Cookeville, TN – Ecological Services Field Office
- Gina Egusquiza  
Boise, ID – Ecological Services Field Office
- Mark Jacobsen  
Albuquerque, NM – Ecological Services Regional Office
- Jason Miller  
Arlington, VA – Conservation Planning Assistance
- Keith Paul  
Arlington, VA – Division of Consultation, HCPs, Recovery & State Grants
- Jonathan Phinney  
Arlington, VA – Fisheries & Habitat Conservation - Contaminants
- Mark Richardson  
Shepherdstown, WV – National Conservation Training Center (NCTC)
- John Swords  
Ft. Collins, CO – Office of Program Support

TAILS  
Phase 7

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The slide features a blue background with a vertical yellow and brown gradient bar on the left. At the top of the bar is an image of an old, weathered key. Below the key, the text 'Tracking And Integrated Logging System' is written in a serif font, with each word on a new line and the first letter of each word being larger. At the bottom of the bar, the text 'TAILS Phase 7' is written in a smaller font. In the center of the blue area, the word 'TAILS' is written in a large, white, serif font, and below it, the words 'History and Background' are written in a smaller, white, serif font. In the bottom right corner of the blue area, the number '29' is written in a small, white, sans-serif font.

**T**Tracking  
**A**nd  
**I**ntegrated  
**L**ogging  
**S**ystem

TAILS  
Phase 7

# TAILS

## History and Background

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