

APPENDIX I: JOB DESCRIPTIONS

MANAGEMENT COMPONENT

Executive Liaison: The Executive Liaison spearheads the GAINS effort from the WCS headquarters in New York City, acting as the program's Chief Executive Officer and spokesperson. He/She will work to develop business relationships with new Partners and garner the support of existing Partners. This position will also update the Secretary of Health and Human Services on GAINS progress and findings. He/She will guide strategic planning for the role of GAINS and ways to integrate GAINS effort within the greater U.S. Avian Influenza response planning.

Program Director: The Program Director acts as the Chief Operating Officer, overseeing the day to day activities of GAINS. He/She will oversee the Regional Managers and guide strategic planning within the organization. The Program Director will approve the budgets and proposals submitted by Regional Managers. He/She will also oversee the Data Analyst and approve GAINS final outputs before they are made public.

Regional Managers: Regional Managers (3) oversee the Training and Collection activities of their respective regions, ensuring that Partners are fulfilling their duties and that protocols are consistent, adhered to, and appropriate for that particular region. The Regional Managers will submit budgets to the Program Director for approval. These three positions will also recommend collection strategies for their own region and will work with each other to share findings, successful strategies and lessons learned.

Data Analyst: The Analyst will be based in NYC WCS headquarters and will analyze raw data, produce Public Relations products, and work with the Program Director to distribute these to partner organizations and the Program Director at WCS headquarters. The Analyst will also conduct audits on the data entry procedures.

COLLECTION AND TRAINING COMPONENT

Training Coordinator /Field Veterinarian: Training Coordinators (3), qualified Field Veterinarians, will coordinate and supervise all training staff and associated activities. In the first year, he/she will focus on improving sampling and analytical capabilities of GAINS employees and partners. After the intensity of training activities subsides, the skills of this position will be allocated to the Collection Component. In the second year of the program, he/she will provide field support and on-the-job training to existing and new GAINS and partner personnel. This position participates in GAINS field collection activities within the assigned region traveling frequently to sampling sites.

Collection Coordinators: Collection Coordinators (2) are located in Paris and Bangkok and are primarily responsible for strategically planning GAINS sampling. Coordinators will work with the Manager of Protocols to design suitable procedures for conducting sampling expeditions within the region, either by GAINS personnel or partners. They will ensure that sampling is properly distributed geographically, and that it takes place during

migratory periods in high density areas¹. Assistance will be provided by the regional Database Analyst. Coordinators will propose sampling expeditions to the Regional Director, who will then procure funding for accepted expeditions from the Program Director and Finance Coordinator at headquarters. Finally, Coordinators must work closely with regional partners, particularly volunteers and scientists, to guarantee their full participation in GAINS initiatives.

Manager of Permits: The Manager of Permits (3) will ensure that proper national and international permissions are obtained for sample collection and transport. This position will work with the Collection Coordinator to plan future sampling endeavors, and provide logistical support and guidance regarding sovereignty, intellectual-property, and bureaucratic hurdles.

Manager of Protocols: The Manager of Protocols (3) will refine GAINS protocols at the regional level by periodically traveling and incorporating previous experience, regional expertise, and context to create local processes and procedures. This position will relay input from regional collection personnel toward the development of training materials and protocols.

Wildlife Epidemiologist: The Wildlife Epidemiologist (2), in Paris and Bangkok, will apply data to provide expertise regarding possible future disease trends. The epidemiologist will benchmark GAINS analytical capabilities against similar networks in order to advise the Database Administrator on pertinent analytical tools for disease monitoring and detection. Finally, this person will travel to sites of significant disease outbreaks, assisting the Field Veterinarian with enhanced sample-collection, and plan sampling responses to outbreaks with regional Collection Coordinator.

Bird Specialist: The Bird Specialist (2), in Paris and Bangkok, will assist with migratory analyses and disease-detection efforts by specifying susceptible bird species, and assisting with bird identification. This person will also travel on specific field expeditions during migratory periods to enhance data-gathering on bird migrations. The position will oversee the Data Analyst construction of migratory maps, which will then be provided to the regional Collection Coordinator, the Database Manager.

Data Entry Assistant: The Data Entry Assistant (3) will be overseen by Regional Managers and Collection Coordinators and will be responsible for attaining the data from all partner organizations in their region and inputting and formatting data into the database system.

Volunteer Birdwatchers: Unpaid volunteer birdwatchers, in affiliation with other GAINS partners, will be trained and then provide training to other partners.

¹ For example, these areas may include Important Bird Areas, defined by BirdLife International as locations in which birds naturally congregate, particularly during migratory periods. These locations are also significant in that they are important habitats for potentially endangered bird species.

DATABASE COMPONENT

Database Administrator (DBA): The DBA will oversee creation of the database and the budget associated with database management. This position will manage and train the Web Information Coordinator and the Data Analyst. The DBA will be based in New York City at the WCS headquarters and will coordinate server and database access for the Management Team, Database Team, and partner organizations.

Web Information Coordinator: This position will maintain an updated website from the central office in New York City with current GAINS information and reports.

APPENDIX II: BUDGET

A. Budget Assumptions

Travel Costs:

Travel expenditures for each visit include: roundtrip flights, per diems, lodging, and ground transportation.

The Program Director will initially be traveling to meet with Regional Managers in their respective regions to establish contact with partner organizations in each region. Travel costs are roundtrip flights to each region from NYC. This position will conduct two visits to each of the three designated regions to audit and ensure training and collection is being conducted properly. This totals six regional trips throughout the year.

The Liaison's travel costs include bi-annual regional visits and trips to Washington D.C. to report updates. The Liaison will travel at least four times a year to D.C. or as needed. Costs were based on research of roundtrip flights from each of the region locations to NYC and from NYC to D.C.

Collection and training personnel will travel frequently in order to build partner capacity, directly conduct sampling, and assist partners with sampling initiatives. The Collection and Training Coordinators are expected to have the greatest in-region travel demands. Conservative travel costs for their visits permit ample visits in the case of outbreaks. Collection Coordinators will visit New York headquarters twice per year for strategy meetings. These visits will coincide with the conclusion of spring and fall migrations.

The Training Coordinators (except for the NYC Training Coordinator) and Managers of Protocol will make 2 regional trips per year with flights at a cost of \$2000.

The NYC Training Coordinator will make 2 regional trips per year at a cost of \$1000.

The Training Coordinators (except for the NYC Training Coordinator) will make one trip to NYC headquarters per year that will cost \$2000.

Equipment:

GAINS will require communications equipment such as satellite phones, fax machines for regional headquarters, GPS devices for field sampling, and laptops, for coordinating worldwide collection activities and allowing easy data input into the database. Since partners are already conducting independent sampling, the goal of our program design is to supplement these existing efforts. We intend to purchase a limited supply of this equipment to assist partners and GAINS personnel with field collection.

Computers, \$1500.00 each² and satellite phones, at \$200.00 with a monthly service charge of \$80.00 based on cellular service plan prices, will be given to the Program Director, Liaison, and Regional Managers. Fax machines cost \$600.00 each, and one is necessary for the Program Director and the Program Liaison.³

Computers will be provided for each Database Team personnel (6) priced at \$1500.00 each.

Database Access Identification costs \$1000.00 per year per individual and is necessary for those personnel (the DBA and Data Analyst) who will have administrative access to make changes within the database system. Identification is granted as a certificate renewable through the BI consulting firm for use of their software and for access to updates.

Office Supplies:

Consist of paper, printing supplies, and other desk materials estimated to be from \$30.00 to \$180.00 per month per person, depending on position.

Training brochures, fact sheets and manuals will be distributed to trainees. Printing costs will be \$1000 for each regional offices, based on a \$1/manual or brochure estimate for 1000 copies.

Office Rent:

The Collection Unit will likely need to reimburse partners for borrowing office space at their headquarters, estimated at approximately \$500 per month.

Shipping:

Costs are estimated at \$150.00 per month.

Personnel Notes

- Part-time Bird Specialists (2) with annual salaries of \$40,000. Partners are expected to have preexisting local bird experience and so we anticipate these specialists to work only 20% time with the GAINS initiative.
- Wildlife Epidemiologists (2) with salaries of \$45,000 are expected to be at 20% FTE. GAINS will use partner and WCS resources for most epidemiological investigation.
- Data Entry Assistant salaries are adjusted based on location to reflect value of different currencies and cost of living.

² The cost of computers are taken from the Center for Disease Control (CDC) Equipment budget templates and average business computer prices in the market.

³ The cost of faxes are taken from the Center for Disease Control (CDC) Equipment budget templates and average fax prices in the market.

B. GAINS First Year Budget for Fiscal Year 2007

	Location	Management	Training	Collection	Database	Total
Personnel						
Program Liaison	NYC	\$ 85,000	\$ -	\$ -	\$ -	\$ 85,000
Program Director	NYC	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
Regional Manager	NYC	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000
Regional Manager	Paris	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000
Regional Manager	Bangkok	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000
Data Analyst	NYC	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000
Financial Coordinator	NYC	\$ 6,750	\$ -	\$ -	\$ -	\$ 6,750
Human Resources Coordinator	NYC	\$ 6,000	\$ -	\$ -	\$ -	\$ 6,000
Public Relations Coordinator	NYC	\$ 6,000	\$ -	\$ -	\$ -	\$ 6,000
Training Coordinator	NYC	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000
Training Coordinator	Paris	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000
Training Coordinator	Bangkok	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000
Manager of Protocols	Paris	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ 30,000
Manager of Protocols	Bangkok	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ 30,000
Manager of Permits	Paris	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ 30,000
Manager of Permits	Bangkok	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ 30,000
Collection Coordinator	Paris	\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000
Collection Coordinator	Bangkok	\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000
Bird Specialist	Paris	\$ -	\$ -	\$ 13,000	\$ -	\$ 13,000
Bird Specialist	Bangkok	\$ -	\$ -	\$ 13,000	\$ -	\$ 13,000
Wildlife Epidemiologist	Paris	\$ -	\$ -	\$ 13,000	\$ -	\$ 13,000
Wildlife Epidemiologist	Bangkok	\$ -	\$ -	\$ 13,000	\$ -	\$ 13,000
Database Administrator	NYC	\$ -	\$ -	\$ -	\$ 55,000	\$ 55,000
Web Information Coordinator	NYC	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000
Data Entry Assistants	NYC	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000
Data Entry Assistants	Paris	\$ -	\$ -	\$ -	\$ 28,000	\$ 28,000
Data Entry Assistants	Bangkok	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000
Personnel Total		\$ 398,750	\$ 180,000	\$ 192,000	\$ 168,000	\$ 938,750
Personnel Benefits						
Fringe Benefits	NYC	\$ 69,688	\$ 10,000	\$ -	\$ 30,000	\$ 109,688
Fringe Benefits	Paris	\$ 15,000	\$ 17,500	\$ 24,000	\$ 7,000	\$ 63,500
Fringe Benefits	Bangkok	\$ 15,000	\$ 17,500	\$ 24,000	\$ 5,000	\$ 61,500
Personnel Benefits Total		\$ 99,688	\$ 45,000	\$ 48,000	\$ 42,000	\$ 234,688
Travel						
Travel		\$ 21,200	\$ 17,000	\$ 130,500	\$ -	\$ 168,700
Per Diem		\$ 3,450	\$ 8,850	\$ 6,550	\$ -	\$ 18,850
Lodging		\$ 6,900	\$ 12,100	\$ 13,100	\$ -	\$ 32,100
Ground Transportation		\$ 3,450	\$ 6,050	\$ 6,550	\$ -	\$ 16,050
Travel Total		\$ 35,000	\$ 44,000	\$ 156,700	\$ -	\$ 235,700
Equipment						
Satellite Phone		\$ 1,160	\$ 2,400	\$ 6,400	\$ -	\$ 9,960
Computers		\$ 7,500	\$ 3,780	\$ 12,000	\$ 9,000	\$ 32,280
Faxes		\$ 860	\$ 1,720	\$ 2,580	\$ -	\$ 5,160
GPS/Data Entry Devices		\$ -	\$ -	\$ 1,200	\$ 2,000	\$ 3,200
Database Access ID's		\$ -	\$ -	\$ -	\$ -	\$ -
Server		\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000
Software Package		\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000
Ad hoc analytic features		\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000
Equipment Total		\$ 9,520	\$ 7,900	\$ 22,180	\$ 111,000	\$ 150,600
Supplies						
General Office Supplies		\$ 9,600	\$ 6,480	\$ 5,040	\$ 1,440	\$ 22,560
Shipping Costs		\$ 1,800	\$ -	\$ -	\$ 1,800	\$ 3,600
Training brochures, fact sheets, manuals		\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000
Office Rental from Partners		\$ -	\$ -	\$ 6,000	\$ -	\$ 6,000
Supplies Total		\$ 11,400	\$ 9,480	\$ 11,040	\$ 3,240	\$ 35,160
Matching Grants						
Training		\$ -	\$ 400,000	\$ -	\$ -	\$ 400,000
Collection		\$ -	\$ -	\$ 750,000	\$ -	\$ 750,000
Laboratory		\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000
Matching Grants Total		\$ -	\$ 400,000	\$ 1,000,000	\$ -	\$ 1,400,000
Outsourcing						
Consultants		\$ -	\$ -	\$ -	\$ 120,000	\$ 120,000
Software Trainer		\$ -	\$ -	\$ -	\$ 6,400	\$ 6,400
Outsourcing Total		\$ -	\$ -	\$ -	\$ 126,400	\$ 126,400
Grand Total		\$ 554,358	\$ 686,380	\$ 1,429,920	\$ 450,640	\$ 3,121,298

APPENDIX IV: Program Performance Measurements

Table 1: Qualitative and Quantitative Metrics

	Quantitative	Qualitative
<i>Partners</i>	<ul style="list-style-type: none"> • Frequency of partner logins in database • Resource sharing indicators 	<ul style="list-style-type: none"> • Ease of communication • Assessment of the network from partners
<i>Training</i>	<ul style="list-style-type: none"> • Number and regional distribution of people trained and sent on the field 	<ul style="list-style-type: none"> • Success of training sessions
<i>Collection</i>	<ul style="list-style-type: none"> • Number of samples collected • Number of reliable samples 	<ul style="list-style-type: none"> • Definition of strategic geographic areas • Level of understanding of virus mutations
<i>Database</i>	<ul style="list-style-type: none"> • Response time to outbreaks • Number of analysis reports posted as well as raw data (unanalyzed lab results) • Speed of connection 	<ul style="list-style-type: none"> • Level of awareness/Public Relations • Predictive capacity

Figure 1: Reporting Flow for Performance Measurement

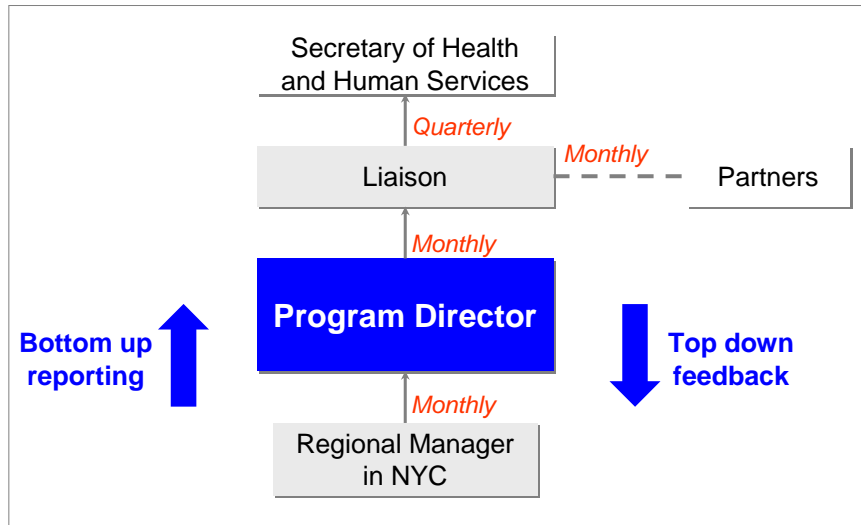


Figure 2. Positive Feedback of Information

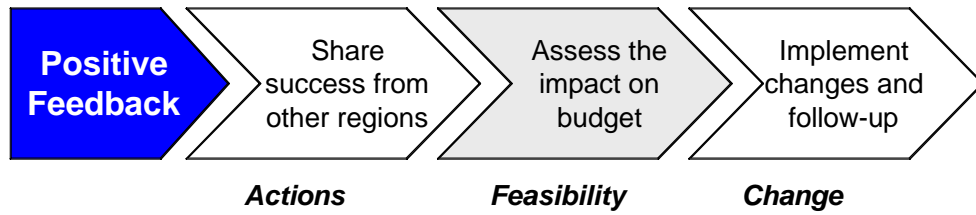


Figure 3. Negative Feedback of Information

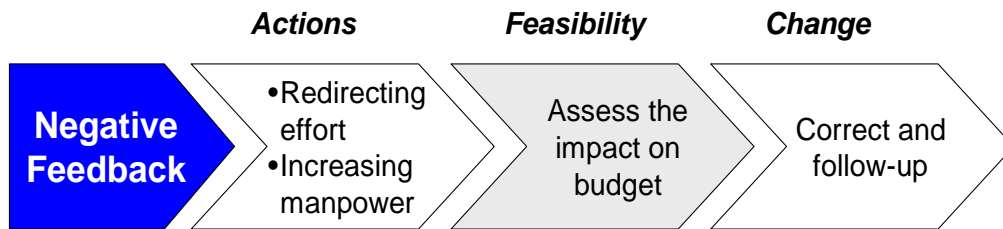
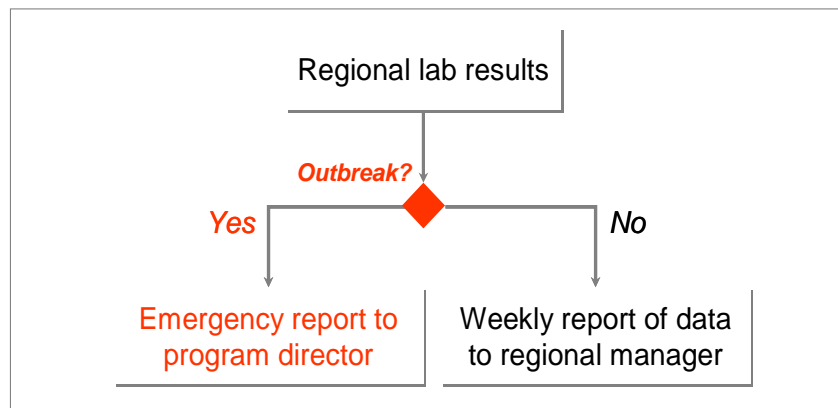


Figure 4. Flexible Design of Flow for GAINS



APPENDIX III: Master Calendar:

A. Partners/Management Component

Fiscal Year 2007

Start Date	End Date	Tasks	Rationale
10-1-2006	12-31-2006	Promote or reassign Program Liaison from within Wildlife Conservation Society (WCS) to work for GAINS at program inception	-Maximize program effectiveness by utilizing the expertise of existing, well-connected WCS staff
10-1-2006	12-31-2006	Recruit and Hire <ul style="list-style-type: none"> - Program Director - Regional Managers (3) - Database Administrator - Data Analyst - Web Specialist 	<ul style="list-style-type: none"> - Have the highest level of administration on staff prior to creating the rest of the organizational structure - Allow department heads to draft staffing needs roster for Human Resources
11-1-2006	12-31-2006	Contract with existing WCS personnel for performing the following functions: <ul style="list-style-type: none"> - Financial Coordination - Public Relations - Human Resources 	- Ensure that key office/support staff positions are ready in advance of staff hiring, budgetary development, and database construction
11-1-2006	Ongoing	WCS, GAINS, and partners to compile existing avian monitoring and avian influenza viral research done to date	<ul style="list-style-type: none"> - Research existing programs to determine best approach to sampling and training that will meet program goals -Make maximum use of limited funding under salient time constraints
12-1-2007	1-10-2007	Liaison and Program Director to develop preliminary GAINS budget	<ul style="list-style-type: none"> - Outline overall budgetary priorities before formal disbursement of funds -Prepare for subsequent budgetary meeting with Partners
1-1-2007	1-31-2007	Regional Managers and Liaison to collaboratively plan Partner recruitment, development of performance measurement system, and broad prioritization of collection initiatives	<ul style="list-style-type: none"> -Utilize newly hired GAINS personnel to immediately set protocols and practices for GAINS organization -Ensure continual monitoring of significant GAINS parameters -Prepare for development of specific regional collection prioritization plans by Collection Coordinators
Mid-Jan 2007	--	Liaison to prepare for and attend meeting with Secretary of Health and Human Services (HHS), or designee	- Launch program and define funding parameters as well as program needs

Mid-Jan 2007	--	Liaison and Program Director meets with key financiers - U.S. Agency for International Development (USAID) and Centers for Disease Control and Prevention (CDC) - to develop final program budget	<ul style="list-style-type: none"> - Discuss preliminary plans for strategic partnerships for maximizing their dollars - Develop rapport with funding organization for future contingencies and budgetary renewals -Work with Partners to establish parameters for matching-grants funds
Start Date	End Date	Tasks	Rationale
1-14-2007	1-28-2007	Liaison meets with World Organization for Animal Health (OIE) in Paris, France and Bangkok, Thailand; and U.N. Food and Agriculture Organization (FAO)	<ul style="list-style-type: none"> - Build positive rapport with key partners while acquiring necessary assets such as office space, equipment, and laboratory privileges
1-14-2007	1-28-2007	<ul style="list-style-type: none"> - Program Director and new staff recruit and hire candidates for the following positions, in consultation with HR: -Data Analyst -Training Coordinators (3) -Collection Coordinators (2) -Managers of Permits (3) -Managers of Protocols (3) -Data Entry Assistants (3) 	<ul style="list-style-type: none"> - Meet staffing needs of overall GAINS hierarchy - Hire personnel early in order to minimize data backlogs
1-28-2007	2-5-2007	Program Director drafts contracts for international collection partners, in consultation with other GAINS personnel	<ul style="list-style-type: none"> - Ensure that partners are aware of requirements and goals of GAINS program - Include provisions for contingency plan
1-1-2007	Monthly-First working day of every third month	Meeting: Liaison and Director with Financial Coordinator	<ul style="list-style-type: none"> - Finalize budget; Repeat meeting every month to make sure that GAINS is operating within its budgetary constraints -Modify program and line-item budget components in case of contingencies
2-1-2007	Quarterly	Liaison and Public Relations meet to plan media campaign and partner communications	<ul style="list-style-type: none"> - To initiate informal communication with partners (in addition to formal reports and meeting) on a routine basis
	Continual	Liaison fundraising and partner recruitment	<ul style="list-style-type: none"> - Guarantee further funding, particularly during yearly development of federal budget (in effect October 1)

3-1-2007	Every 6 months	Collect proposals from Regional Managers for matching-grant funding opportunities with Partners; rate proposals and distribute funds on bi-annual basis	- Provide for periodic re-prioritization of grant funds - Permit the most effective leveraging of GAINS and partners funds toward avian disease surveillance
3-1-2007	First working day of every third month	Meeting: Liaison, Program Director, Regional Managers	- In addition to monthly regional reports, quarterly meetings are held in NYC headquarters
March 15		Meeting: Liaison and Laboratory heads	- Finalize contracts between GAINS personnel and partner laboratories, in order to promote cooperation and plan for contingencies
Start Date	End Date	Tasks	Rationale
April 1	First working day of every third month	Meetings: Regional Managers, Training and Collection Coordinators, Permits & Programs Managers, and Data analyst	-Quarterly meetings of each region's personnel to assure quality of training and sampling
Management Reporting			
Frequency	Task		Purpose/Rationale
Daily	-Collection and testing reports for each day a collection expedition is underway, provided by regional Data Entry Assistant to Collection Coordinators. <i>Contingency Plan:</i> Reports are fast-tracked to Regional Managers and Program Director, as appropriate		-Ensure that regional staff are aware of ongoing collection expeditions
Monthly	-Financial/Accounting and Budget reports provided by Financial Coordinator to Director		-Ensure that GAINS program remains on budget

Quarterly	-Minutes of intra-regional meetings provided to Liaison and Program Director -Regional data on collection and sampling (field work) as well as training updates to Liaison/ Director	-Ensure that NYC staff are apprised of important developments in each region
Bi-Annually	-PR and HR report to Liaison on existing and planned media initiatives and staffing needs -Liaison reports Program accomplishments and undertakings to HHS Secretary -Liaison reports GAINS accomplishments and undertakings to GAINS partners and funding agencies	-Communicate GAINS accomplishments, needs, and “lessons learned” to external parties, through media channels and existing Liaison contacts
Annually	-Annual financial report from Financial Coordinator to Director and Liaison -End-of-Year Comprehensive GAINS Annual Report from Liaison and Program Director to Partners and HHS Secretary, including results of performance management initiatives coordinated by NYC regional manager	-Promote accountability throughout the GAINS network on both financial and performance-measurement grounds
Frequency	Task	Purpose/Rationale
<i>For Contingency: Increase Regional Field Data from Quarterly to Daily</i>	<i>Regional Managers report to Director and Liaison Liaison reports to the Partners (particularly WHO and CDC) and HHS Secretary with critical information</i>	-Disseminate information more rapidly to top-level GAINS personnel, and key international organizations and stakeholders
<i>For Contingency: Increase PR reports to Director ≥ Daily</i>	<i>PR reports to Program Director on a daily basis (if necessary) to keep Partners informed and reduce public panic</i>	-In addition to intensified internal information-sharing, promote a bolstered media operation for dissemination of results to the broader community
Database Reporting		
Frequency	Task	Purpose/Rationale
Weekly	Data Analyst produces and presents update reports to the Regional Managers -summarizes daily reports -coordinates with Web Specialist	-Ensures up-to-date information is being received by the Regional Managers and Program Director -Coordination with Web Specialist ensures communication of analysis to update on website

Monthly	Data Analyst produces performance management reports to the NYC Regional Manager	-Increase flow of communication and performance management of the program. -Ensures standardization and performance management of GAINS -Can be embedded as dashboard and scorecards reports in database software, thereby increasing efficiency
Monthly	Data Entry Assistants report performance management measures of data management to their respective Regional Manager	-Data management includes processing of “cleaning” and “transforming” data.
<i>For Contingency: Increase data reporting from weekly to daily basis</i>	<i>Increase reporting frequency of field data from weekly to daily basis</i>	-Increase reporting for faster communication

B. Master Calendar: Training Component

Fiscal Year 2007

Start date	End Date	Task	Rationale
10-1-2006	3-1-2007	Liaison will assist in developing broad training program goals with future training partner, and identify available resources for training initiatives	-Use pre-project time to set stage for future training program -Rely on Partner's existing expertise during GAINS program setup -Leverage Liaison's connection to partners and focused GAINS vision to coordinate overall training program goals
10-1-2006	2-14-2007	Create lesson plans for training program and all protocols for remote/on-location training as well as data collection, equipment use, and lab analysis protocols. -Once hired, coordinate efforts with Protocols Managers and Training Coordinators	-Begin this lengthy information-gathering procedure by condensing information and compiling best practices into consistent manual/handbook. -Provide plans as overall GAINS reference and as template for three regional offices -Ensure program standardization before formal commencement of training -Develop GAINS-specific techniques and identity
2-14-2007	2-28-2007	Rehearse and improve training modules to ensure adaptability and practicality to all sites, situations, and possible audiences	-Allow GAINS senior staff to provide input into development of program -Require attendance of Program Director, Regional Managers, and Database Administrator
3-1-2007	3-31-2007	Commence GAINS management training, and train all GAINS program staff at NYC headquarters or UC Davis	-Ensure consistent basis for further network implementation -Review broad information base, and utilize latest technology -Leverage resources and expertise of training partner (UC Davis)
Agenda: GAINS Management Training (U.S.A.)			
3-1-2007	3-5-2007	Learning the basics of bird ecology	-Required attendees include Managers of Protocol (3), Training Coordinators (3) and Collection Coordinators (2). -Thoroughly transmit information so these officials may teach it to others within the five-day on-site training program (discussed below)
3-5-2007	3-10-2007	Lab and equipment use for GPS technology	
3-10-2007	3-15-2007	Collection of data samples	
3-15-2007	3-23-2007	Analysis of data and results and review of database protocols	
3-23-2007	3-31-2007	How to teach the 5 modules of the "train-the-trainer" hands-on, on-location program	
4-15-2007	12-31-2007	Train in-country partners and laboratory personnel in GAINS procedures through on-site training with Training Coordinator and Protocols Manager	-Use "train the trainer" approach to provide knowledge at local level
Ongoing		Conduct on-going site-specific training during sample collection activities	-Maintain local knowledge -Inform partners and GAINS staff of new technological and collection developments

Start date	End Date	Task	Rationale
Ongoing		Training Coordinators will send monthly reports that include updated information on training progress as well as performance management evaluations to Regional Manager	-Create and distribute regular progress reports to all GAINS personnel and partners
Agenda: GAINS Partner Field Training and “Train-the-Trainer Program” (Conducted by Training Coordinator, Protocols Manager, and Collection Coordinator): 5-day program			
First day		Module 1: Safety procedures, bio-security measures	-Hands-on and on-site training will take place each time a collection effort begins, when new personnel join the team, to build international local capacity in the understanding of and response to avian influenzas -Training to run during first week on-site, and will begin with a probationary / learning period in which trainees will not be solely responsible for data collection or analysis until approved by senior field staff
Second day		Module 2: Bird handling procedures	
Third day		Module 3: Identification of avian disease	
Fourth day		Module 4: Equipment use in field (i.e. attaching GPS monitors to birds)	
Fifth day		Module 5: response and preparedness procedures	

C. Master Calendar: Collection Component

Fiscal Year 2007

Start Date	End Date	Task	Rationale
2-1-2007	3-1-2007	Follow up on liaison meeting with local partners, especially local labs, to procure office space and ensure logistics. Formally sign agreements with partners, including emergency sampling commitments	-Establish regional offices -Provide infrastructure for proper collection and analysis
2-1-2007	4-1-2007	Conduct initial prioritization of sample collection areas; correlate with existing partner resources and future needs	-Ensure strategic allocation of limited resources; plan for future initiatives
3-1-2007	4-30-2007	Within each region, Collection Coordinator to develop local protocols and procedures for collection and laboratory analysis	-Translate broad GAINS-level techniques into appropriate, specific local protocols
3-1-2007	Bi-annually	-Permits Managers to coordinate pre-approval of sample collection permits for upcoming sampling season -Negotiate with governments for expedited permit approvals in case additional permits are needed later, or if contingencies develop	-Obtain general permits in advance of sample collection -Allow fast-track permit approvals for GAINS and Partner-collected samples, thereby reducing planning lead time for individual expeditions
Ongoing		-Conduct spot checks of Partner collection and lab analysis efforts for quality and comprehensiveness -Provide results to Training Coordinators and Protocols Managers	-Promote communication between Partner initiatives and GAINS personnel -Ensure high-quality data provided by partners that can be integrated with self-collected information
Ongoing		Meet with all regional partners, including laboratory partners, to share information regarding GAINS structure and purpose	-Ensure consistency among different groups; share information regionally
Quarterly		Condense collection reports from individual collection initiatives into regional reports, to share with all Regional staff, Project Director, Liaison, and PR personnel	-Provide for information-sharing between regional collection expeditions and the broader GAINS network -Prioritize information-flow from previous expeditions to maximize usefulness to decision-makers
Timeline: Individual Sampling Expeditions			
Start Date	End Date	Task	Rationale
Within 45 days of expedition		-Select sampling area within previously prioritized zones <i>Contingency: Re-prioritize sampling areas, and reduce selection period to < 1 month</i>	-Focus sampling initiatives

Start Date	End Date	Task	Rationale
Within 45 days of expedition	Within 15 days	-Design collection initiative (Collection Coordinator, Regional Manager) <i>Contingency: Select initiatives in highest-priority areas, and strategically mobilize GAINS and Partner resources</i>	-Determine which GAINS and partner resources will be devoted to the effort, particularly likely travel and collection expenses -Determine whether Bird Specialist and Wildlife Epidemiologist are appropriate for each sampling effort
Within 40 days of expedition	Within 10 days	-Permits Manager to ensure that previously obtained collection and transit permits can be applied to upcoming collection expedition -Permits Manager to obtain additional permits on an expedited basis, <i>Contingency: Use existing Partner and U.S. Government contacts to obtain fast-track permit approvals; reduce permit wait time to < 10 days</i>	-Ensure smooth in-the-field collection
Duration of Expedition		-Conduct sampling In-field: Training Coordinator, Collection Coordinator Support: Permits Manager, Protocols Manager, Regional Manager <i>Contingency: Perform more focused, less comprehensive analyses for strains of interest</i>	-Collect data to be eventually input into GAINS database
Final day of expedition	14 days after expedition	-Oversee lab analysis by communicating with partner laboratory personnel (Data Entry Assistant, Collection Coordinator, Regional Manager) <i>Contingency: Work with laboratory partners to rush GAINS lab samples; reduce duration to < 1 week</i>	-Ensure that laboratories are using proper GAINS protocols -Minimize unusable data that would limit eventual database predictive capacity
Arrival of results	3 days after arrival of complete lab results	-Provide initial laboratory results directly to Collection Coordinator -Enter laboratory results into database (Data Entry Assistant) <i>Contingency: Selectively enter highest-priority sampling data into database, leaving other data for post-emergency conditions; reduce duration to < 2 days</i>	-Make information from sample expeditions available in raw form to all database users, both internal and external to GAINS and partners

Start Date	End Date	Task	Rationale
After complete data entry	2 days after complete data entry	-Provide rough analytical sampling data to Regional Manager (Data Analyst, Data Entry Assistant, Collection Coordinator) <i>Contingency: Accelerate reporting to a once-per-day frequency</i>	-Prioritize data collection for GAINS managers, in order to minimize unnecessary data.
	14 days after full data entry	-Condense sampling results into formal report for internal and/or external distribution -Include discussion of positive and negative components of the collection initiative <i>Contingency: Temporarily postpone long-term strategic thinking to focus on short-term improvements to collection, analysis, and sampling prioritization</i>	-Transform raw data into analytical findings appropriate for GAINS personnel and release by PR staff -Incorporate “lessons learned” feedbacks – both positive and negative – within future sampling initiatives