

## DOES YOUR AGENCY HAVE THE RESOURCES TO IMPLEMENT *d-up!* ?

Note: The following information was drawn from the *d-up! Implementation Manual*, pages 28-30.

At a minimum, to implement *d-up!* you will need the following basic resources and supplies:

- ▶ Two to four staff persons to identify and recruit opinion leaders, facilitate multiple cycles of opinion leader training sessions, and follow up on opinion leader risk reduction conversations
- ▶ Part-time administrative staff
- ▶ Meeting and training space
- ▶ Logos and other marketing materials
- ▶ Incentives for opinion leaders
- ▶ Intervention materials and handouts for opinion leaders
- ▶ Refreshments for opinion leader training sessions
- ▶ Office equipment (e.g., phone, computer, copier)

To determine if your agency can afford or acquire the necessary funding to implement *d-up!*, you should itemize the required equipment, supplies, and personnel and draft a budget. Use the *d-up!* Cost Estimate Worksheet (see below) to assess the total costs for your organization to implement *d-up!* If you already have some equipment and space, you may want to use them if they can be available when needed. Otherwise, you should consider purchasing new equipment or renting additional training or meeting space.

**When estimating costs, you will need to consider the size of the social network you will target with *d-up!*** Your target social network size will help you figure out how many opinion leaders you need to recruit, how many opinion leader trainings to conduct, and the amount of staff hours needed for intervention activities. The larger the network you target, the greater the cost and resources necessary. Since some opinion leaders may drop out of training or the intervention, you may want to budget and plan to recruit 20% to 25% of the members of each friendship group. Your overall goal is to ensure that 15% of the total size of the targeted network communicate the *d-up!* message to those around them.

Use the following guideline for determining staff hours (these are minimal hours):

- ▶ Program coordinator—4.6 hours per opinion leader
- ▶ Facilitators—4.7 hours per opinion leader (**Note:** You will need more than two facilitators to implement *d-up!* The opinion leader training requires the use of two facilitators for each session. However you will overlap classes, with sessions 1 and 4 running simultaneously [to start out the newly recruited opinion leaders in a new class in session 1]. Therefore, for sessions 1 and 4 you will need a total of four facilitators. Please see the *d-up! Facilitator's Guide* ([www.effectiveinterventions.org](http://www.effectiveinterventions.org)) for further information.)
- ▶ Administrative assistant—0.4 hours per opinion leader

Once you have determined your target network size, use the *d-up!* Cost Estimate Worksheet to determine the potential cost of your project.

### ***d-up!* Cost Estimate Worksheet**

This cost estimate sheet will help you forecast *intervention-specific* costs of implementing *d-up!* in your agency/community. **Note that some operating costs are not factored into this cost estimate (e.g., PEMS administration, consultants, quality assurance, intensive volunteer management, etc.).** Include costs that may be covered by donations, volunteers, or in-kind contributions, in case these costs do not get covered by other sources. The figures in this estimate worksheet are based on a target social network of 100 people, which means recruiting and training 15 persons as opinion leaders (OLs). Dollars estimates for line item costs are also not included. An example with estimates for line item costs follows this one.

This cost estimate worksheet is to help you estimate costs to target a whole social network. That process could take multiple years depending on the size of the network. However, others may be request that you only submit a year's budget. In such cases you may want to divide your budget estimate by the number of years you expect it take to completely deliver the intervention to your targeted network. You may also want to anticipate that costs earlier on, like in start-up, may be greater than costs later on in the project when systems are well-maintained and fully functioning – and even when the project is “winding down.”

Use the following formulas to calculate **your** staff time, and adjust the numbers in the **implementation** phase to match the number of OLs:

\_\_\_\_\_ (size of target social network) × 0.15 (15% to train as OLs) = \_\_\_\_\_ (# of OLs)<sup>Note</sup>

Program coordinator: \_\_\_\_\_ (# of OLs) × 4.6 hours per OL = \_\_\_\_\_ total  
hours

Facilitator: \_\_\_\_\_ (# of OLs) × 4.7 hours per OL = \_\_\_\_\_ total  
hours

Administrative assistant: \_\_\_\_\_ (# of OLs) × 0.4 hours per OL = \_\_\_\_\_ total  
hours

**Note:** Since some opinion leaders may drop out of training or the intervention, **you may want to budget and plan to recruit 20% to 25%** of the members of each friendship group. Your overall goal is to ensure that opinion leaders at 15% of the total size of the targeted network communicate the *d-up!* message to those around them, so you may have to plan to over-recruit opinion leaders in order to ensure that this occurs.

**d-up! Cost Estimate Worksheet (network size of 100 - so 15 OLs).**

Categories	Pre-Implementation (start-up)	Implementation (intervention delivery)
<b>Personnel (hours spent on intervention, including travel time)</b>		
	<b># of staff</b> <b># of hours/15 OLs</b>	<b># of staff</b> <b># of hours/15 OLs</b>
Program coordinator	1 × \$ /hr × 30 =	1 × \$ /hr × 39 =
Facilitator	2 × \$ /hr × 25 =	2 × \$ /hr × 46 =
Administrative assistant	1 × \$ /hr × 3 =	1 × \$ /hr × 3 =
Fringe benefits	% =	% =
<b>Facilities (% of time used for intervention)</b>		
Rent—office	\$ × % =	\$ × % =
Rent—OL training space	\$ × % =	\$ × % =
Utilities	\$ × % =	\$ × % =
Maintenance	\$ × % =	\$ × % =
Insurance	\$ × % =	\$ × % =
<b>Equipment (% of time used for intervention at depreciated value)</b>		
Television	\$ × % =	\$ × % =
VCR/DVD player	\$ × % =	\$ × % =
Computer	\$ × % =	\$ × % =
Projector		\$ × % =
Projection screen		\$ × % =
<b>Supplies</b>		
Photocopying handouts	\$	\$
Paper	2 reams × \$ /ream =	5 reams × \$ /ream =
Pens	1 dozen × \$ /dozen =	1 dozen × \$ /dozen =
Easel paper		4 pads × \$ each =
Markers		1 dozen × \$ /dozen =
Masking tape		2 rolls × \$ /roll =
Condoms		1 gross × \$ /gross =
<b>Conversation Starters</b>		
Logo posters		50 × \$ /each =
Logo pins		3 dozen × \$ /dozen =
Logo key chains		3 dozen × \$ /dozen =
Logo dog tags		3 dozen × \$ /dozen =
Logo caps		2 dozen × \$ /dozen =
Logo T-shirts		2 dozen × \$ /dozen =
<b>Other Expenses</b>		
Catering/refreshments*	20 persons × \$ /each x meetings =	15 persons × \$ /each x meetings =
OL incentives		15 persons × \$ /each =
Venue owner/staff incentives	\$	\$
Staff travel expenses	round-trips × \$ /round-trip =	round-trips × \$ /round-trip =
Advertising to recruit staff	\$	
Consultancy: Logo development (OPTIONAL)	\$	
<b>Subtotal per phase</b>	<b>\$</b>	<b>\$</b>
<b>Total for both phases</b>		<b>\$</b>
<b>Overhead (____ % of total)</b>		<b>\$</b>
<b>Grand total</b>		<b>\$</b>

\*For stakeholder and nomination meetings during the pre-implementation phase and for opinion leader trainings and reunions during the implementation phase.

## Example Cost Estimate Worksheet for *d-up!* (for a Network Size of 600).

Here is a “filled out” or completed example of the *d-up!* Cost Estimate Worksheet for a social network size of 600. This sheet has been completed to give an example of use of the worksheet. Please note that the *d-up!* Cost Estimate Worksheet in the *d-up! Implementation Manual* (page 30) relates to an estimated social network size of 100 (but does not include estimates of costs) and this one (below) provides an example, including costs estimates, for an estimated social network size of 600.

To use or complete the worksheet for your own project you need to have an estimate of the social network size you intend to target and information on your own estimate of local costs for the line items on the worksheet. You will then need to substitute onto the worksheet your own estimated social network size for targeting, resulting number of opinion leaders it will take to target a social network of the size you anticipate, and your local costs per line item.

Please note the following information and assumptions that were made in filling out this *d-up!* example cost estimate worksheet:

The personnel costs are hours spent on the intervention, including travel time. The number of hours is based on the North Carolina staff (original *d-up!* research project) statements of total time spent on *d-up!* per phase. Staff hours are not subdivided by activity within each phase (e.g., community discovery, stakeholder meetings, venue selection, opinion leader identification, etc. are lumped together in pre-implementation). The estimate of personnel costs in the *d-up! Implementation Manual* (which is the sheet shown above) are for 15 opinion leaders and the number of units in the sample sheet are for a network of 100 people. Calculation for a network size of 600 (sheet below) is based on needing 15% of the total size, which is 90 opinion leaders (15% of 600= 90). The worksheet numbers above and pages for each form in the *d-up! Implementation Manual*, Appendices B, C, and D, and in the *d-up! Opinion Leader Handbook* were multiplied as required for the greater number of opinion leaders in the example of a network size of 600.

Opinion leader recruitment-related costs in pre-implementation fall into the category of personnel costs, as mentioned above, and in photocopying handouts (e.g., the opinion leader nomination forms) in Appendix B. The assumption here is that most of the actual recruitment of identified/nominated opinion leaders occurs during implementation.

Fringe benefit (30%) and overhead (45%) rates are from typical contractors. Prices for equipment were obtained online from national commercial retail providers (figures are for 50% depreciation on equipment), office supplies, conversation starters (various websites; prices don't include Shipping & Handling), and catering (various providers in the Atlanta area). Cash incentives for opinion leaders and gatekeepers/key informants were simply “made up.” Cost per round-trip is generous to accommodate gas prices and unknown number of miles traveling to venues for observation and venue selection (pre-implementation) and to actual training, deploying and monitoring opinion leaders (implementation).

There are three areas for cost inflation: One, costs are for all six conversation starters even though community discovery might identify fewer. Two, an agency may need fewer logo posters. Three, a cash incentive for opinion leaders is included even though conversation starters and/or refreshments might be sufficient incentive.

Calculation of minimum number of opinion leaders and staff hours for a targeted social network size of 600:

$$\underline{600} \text{ (size of target social network)} \times 0.15 \text{ (15\% to train as OLs)} = \underline{90} \text{ (\# of OLs)}$$

Program coordinator:  $\underline{90}$  (# of OLs)  $\times$  4.6 hours per OL =  $\underline{414}$  total hours

Facilitator:  $\underline{90}$  (# of OLs)  $\times$  4.7 hours per OL =  $\underline{423}$  total hours

Administrative assistant:  $\underline{90}$  (# of OLs)  $\times$  0.4 hours per OL =  $\underline{036}$  total hours

Again, since some opinion leaders may drop out of training or the intervention, **you may want to budget and plan to recruit 20% to 25%** of the members of each friendship group (same thing as 20 to 25% of the total network size). Your overall goal is to ensure that opinion leaders at 15% of the total size of the targeted network communicate the *d-up!* message to those around them, so you may have to plan to over-recruit opinion leaders in order to ensure that this occurs.



## **d-up! Cost Estimate Worksheet Example (for total network size of 600).**

<b>Categories</b>	<b>Pre-Implementation (start-up)</b>		<b>Implementation (intervention delivery)</b>	
<b>Personnel (hours spent on intervention, including travel time)</b>				
	<b># of staff</b>	<b># of hours/90 OLs</b>	<b># of staff</b>	<b># of hours/90 OLs</b>
Program coordinator	1 × \$35/hr	× 180 = 6,300	1 × \$35/hr	× 234 = 8,190
Facilitator	2 × \$20/hr	× 150 = 6,000	2 × \$20/hr	× 276 = 11,040
Administrative assistant	1 × \$15/hr	× 18 = 270	1 × \$15/hr	× 18 = 270
Fringe benefits		30% = 3,771		30% = 5,850
<b>Facilities (% of time used for intervention)</b>				
Rent—office	\$	× % =	\$	× % =
Rent—OL training space	\$	× % =	\$125/hr x 3 hr	× 24 sessions=9,000
Utilities	\$	× % =	\$	× % =
Maintenance	\$	× % =	\$	× % =
Insurance	\$	× % =	\$	× % =
<b>Equipment (% of time used for intervention at depreciated value)</b>				
Television	\$ 75	× 1% = 1	\$ 75	× 3% = 2
VCR/DVD player	\$ 40	× 1% = 1	\$ 40	× 3% = 1
Computer	\$500	× 29% = 144	\$ 500	× 53% = 265
Projector			\$1,000	× 3% = 30
Projection screen			\$ 50	× 3% = 2
<b>Supplies</b>				
Photocopying handouts	Appendix B: 870 pgs x .10/pg = \$87		App.C&D+OLHndbk:7250 pgs = \$725	
Paper	5 reams	× \$ 4/ream = 20	16 reams	× \$ 4/ream = 64
Pens	6 dozen	× \$11/dozen = 66	6 dozen	× \$11/dozen =66
Easel paper			24 pads	× \$15 each =360
Markers			6 dozen	× \$40/doz. =240
Masking tape			12 rolls	× \$ 3/roll = 36
Condoms			6 gross	× \$50/grss =300
<b>Conversation Starters</b>				
Logo posters			300	× \$30/ea =9,000
Logo pins			18 dozen	× \$12/doz. =216
Logo key chains			18 dozen	× \$ 4/doz. = 72
Logo dog tags			18 dozen	× \$15/doz. =270
Logo caps			12 dozen	× \$150/dz =1800
Logo T-shirts			12 dozen	× \$45/doz. =540
<b>Other Expenses</b>				
Catering/refreshments*	20 persons × \$10/each x 4 meetings =800		15 persons × \$7/each x 24 meetings =2520	
OL incentives	<i>If in addition to food &amp;/or logo stuff →</i>		90 persons × \$10/each = \$900	
Venue owner/staff incentives	\$200		\$200	
Staff travel expenses	10 round-trips × \$8/round-trip = \$ 80		24 round-trips ×\$8/round-trip=\$192	
Advertising to recruit staff	\$500			
Consultancy: Logo development (OPTIONAL)	\$ 0			
<b>Subtotal per phase</b>	<b>\$18,240</b>		<b>\$ 52,151</b>	
<b>Total for both phases</b>			<b>\$ 70,391</b>	
<b>Overhead (45 % of total)</b>			<b>\$ 31,676</b>	
<b>Grand total</b>			<b>\$102,067</b>	

\*For stakeholder and nomination meetings during the pre-implementation phase and for opinion leader trainings and reunions during the implementation phase.