Application

FY26 Iowa Cancer Plan
Implementation Grant Cycle

Iowa Cancer Consortium
www.canceriowa.org

Applicant Information:

Name of Project Lead: Jared Parmater
Project Lead Email Address: jparmater@blackhawkcounty.iowa.gov
Project Lead Phone Number: 319-292-2237
Organization: Black Hawk County Public Health
Street Address: 1407 Independence Ave
City: Waterloo
Zip Code: 50703

Project Details:

Project Title: Environmental Carcinogens in Rural Communities
Total Amount of Funds Requested for FY26 (up to $25,000): $25,000

Provide a brief description of your intended project and any relevant background information about your organization. *(Suggested: 1,000 words or less.)*
Black Hawk County Public Health is a large, local Public Health department located in Waterloo, Iowa. We employ approximately 60 staff members and have a robust record of providing health-based services to not just Black Hawk County, but to several surrounding counties as well. Our Environmental Health team works in many program areas, to include sanitation, private well water, lead poisoning, healthy homes, and food safety, but we're interested in expanding our education services into cancer prevention. Jared Parmater, our Program Manager, has been a member of the ICC for two years, and participates in the rural and radon work groups. We have considered applying for an implementation grant many times and have decided that we now have the capacity. The rural and agricultural worker communities in Black Hawk County have long been underserved populations and due to a disparate nature and decentralization, remain a very difficult group to interact with. It is our hope that with the aid of the Iowa Cancer Consortium and other partners, we'll be able to raise awareness of the connection between environmental carcinogens and cancer risks affecting these communities. With a targeted awareness campaign we hope to provide education and actionable steps to prevent or limit environmental exposure.

Our efforts will focus on environmental contaminants in the air and water that are commonly found in a rural setting, as well as occupational exposures to those performing agricultural work. We plan to focus on educating the public about the link between cancer and contaminants like PFAS, arsenic, and

nitrates, as these disproportionally impact the drinking water of rural communities due to the prevalence of private water wells. We will also provide education regarding airborne contaminants like radon (within homes) and field-applied aerosolized compounds or pesticides. Lastly, we intend to educate about occupational exposures to carcinogens, focusing on physical exposure to field-applied chemicals such as nitrates and commonly used pesticides. For each of these potential routes of exposure we will provide the public with actionable steps that they can take in their daily lives to reduce or outright prevent exposure to the environmental carcinogens most prevalent in their community.

This project has multiple steps to include a research phase wherein our staff researches the most commonly known carcinogens in our rural communities and compiles educational materials addressing the linkage of cancer risk and common routes of exposure. Educational materials will also include evidence-based strategies most effective in preventing exposure to these carcinogens. Examples of these interventions include regular well water testing or wearing long-sleeved shirts when in the field.

Another focus of this project is building partnerships within the rural and agricultural communities. We did not have member from these communities as a collaborator for this grant application as we are not currently aware of any specific community leaders in these populations. A major focus of this grant is identifying these points of contact and developing relationships within these communities.

After the educational package is designed and we've begun to work with these communities, we will launch an awareness campaign, spread over multiple lines of effort. This campaign will include the traditional media outlets of print and television (The Waterloo Courier and KWWL), three billboards in semi-rural or transitional areas, and a social media campaign directed towards the rural communities in question. We will also conduct a series of outreach events within these communities, speaking to groups in rural areas and presenting our environmental carcinogen exposure materials. Finally, in an effort to provide proof of concept we will conduct a small number of focus groups designed to test the effectiveness of our educational package prior to a broader dissemination of materials across the community.

How many individuals in Iowa do you expect to reach through your project?
With both targeted and more comprehensive awareness campaigns (billboards, social media, and traditional media) it is conceivable that we'll reach several thousand people in Black Hawk County and surrounding communities.

In which Iowa counties do you expect to reach people through your project?
Our efforts will concentrate on Black Hawk County, though the cities of Waterloo and Cedar Falls are economic hubs in the Cedar Valley region and many people from rural areas and the surrounding counties work and play in Black Hawk. This provides a much greater audience for messages regarding environmental carcinogens and contaminants than Black Hawk County residents alone.

Please describe how your project addresses one or more of these priority areas: *(Suggested: 1,000 words or less.)*

- Addressing cancer disparities across the cancer continuum.
- Addressing cancer prevention and/or early detection.
- Expanding successful local projects statewide in Iowa.
- Formalizing lasting and broad change in cancer control through policy and systems change within organizations, systems, and communities. (Funds may not be used for lobbying.)

This project specifically addresses the first two priorities: addressing cancer disparities and addressing cancer prevention. To begin, we will address cancer disparities by focusing our efforts on two underserved populations, namely the rural community and agricultural workers. Concerns among these populations regarding the air and water quality, as well as occupational exposures, will be addressed. Members of these communities will become aware of relevant known carcinogens, and potential environmental routes of exposure will be made visible.
Through an awareness campaign and outreach we intend to alert people to the environmental carcinogens most likely to affect them, as well as those steps they can take to limit or prevent exposure entirely. It is our hope that by making these environmental exposure concerns top of mind and accessible, we'll stimulate interest in and the practice of exposure prevention and cancer intervention strategies in these underserved populations.

Please indicate which type of funding you are applying for (choose one):

☐ **Single Year** (applying for one year of funding only)
☒ **Multi-Year: Year 1** (applying for the first year of a two- or three-year project with the intention of applying for Year 2 in FY27, if awarded)
☐ **Multi-Year: Year 2** (FY25 Year 1 awardees only) *
☐ **Multi-Year: Year 3** (FY25 Year 2 awardees only) *

If you are applying for continued funding (funded last year for the same multi-year project), please describe your success and challenges in previous years of funding. *(Suggested: 250 words or less.)*
Click or tap here to enter text.

Which goal(s) and strategy(ies) from the Iowa Cancer Plan will your project support/help to implement? (*Suggested: 100 words or less.)*
For this project, Black Hawk County will be supporting the prevention and risk reduction components of the Iowa Cancer Plan. We seek to increase awareness of the connection between environmental carcinogens and cancer risk by educating the public, specifically the rural and agricultural communities, and developing an awareness campaign that addresses routes of environmental exposure. We will also explore actionable steps that can be taken to prevent or limit exposure to carcinogens in the environment (Cancer Plan Chapter 2, Priority 6, Strategy A).

Project Objectives:

These objectives will serve as the grant deliverables for your project, if awarded. The Iowa Cancer Consortium Board of Directors may request to change, add, or remove objectives with your agreement prior to funding. Where applicable, please include baseline (current) data. Please add additional objectives, if desired.

Objectives should be SMARTIE goals: **Specific, **M**easurable, **A**ttainable, **R**elevant, **T**ime-Based, **I**nclusive, and **E**quitable. The CDC's National Breast and Cervical Cancer Early Detection Program put together a helpful resource for SMARTIE objectives. (This and additional resources can be accessed at https://canceriowa.org/grants/ifp)*

***Objective #1:** *Information Collection and Educational Tool Development* – By July 31st, 2025, we will collect information regarding environmental carcinogens and sources of exposure in rural and agricultural communities, as well as actionable interventionary steps that prevent or limit exposure into a relatable education package and conduct focus groups to insure its suitability for this project.

- Deadline *(funding period is July 1, 2025-May 31, 2026):* May 31st, 2026
- Baseline data: Various resources for this information exist, including ICC, EPA, CDC, and Iowa Health and Human Services, but we have yet to compile all of the information.
- Target by deadline: July 31st, 2025.

***Objective #2:** *Partner Development and Community Engagement* – By May 15th, 2026, the Black Hawk County Public Health Department will develop no less than two new partnerships in the rural and agricultural communities and will conduct no less than six community engagement events in Black Hawk County where we discuss environmental exposures to carcinogens and exposure intervention strategies.

- Deadline *(funding period is July 1, 2025-May 31, 2026):* May 15th, 2026
- Baseline data: At this time, we do not have well-developed partnerships with members of the rural and agricultural worker communities, nor have we held any engagements discussing the link between environmental carcinogen exposures and cancer.
- Target by deadline: January 15, 2026

***Objective #3:** *Implementation of Cancer Education and Intervention Strategies* – By September 30th, 2025, we will have implemented education regarding cancer and exposure intervention/prevention strategies to the rural and agricultural communities in Black Hawk County.

- Deadline *(funding period is July 1, 2025-May 31, 2026):* May 31st, 2026
- Baseline data: No cancer education or environmental exposure intervention strategies have been provided by BHCPH to the rural and agricultural worker communities at this time.
- Target by deadline: September 30th, 2025.

Project Collaborators:

The Iowa Cancer Consortium seeks to fund collaborative proposals. **At least one collaborator is required per project.** A letter of support is required for each listed collaborator.

Collaborator #1 (required)

Name: Georgia Hodge
Organization: F.R.I.E.N.D.S.
Mailing Address: Click or tap here to enter text.
Phone: 319-464-9076
Email: georgiahodgegh@gmail.com
Please describe the collaborator's proposed responsibilities/role in the project. *(Suggested: 100 words or less)*
Georgia has been a partner to Black Hawk County Public Health for two years, particularly in and around the City of Waterloo, and we've supported each other during previous projects. As a community health worker, Georgia has assisted us in gaining access to underserved populations and has been a great advocate for Public Health. Her connections are invaluable, as is her experience with approaching insular communities. Georgia will assist Black Hawk County with gaining access to communities and by leveraging her experience as a community health worker in support of Black Hawk County Environmental Health.

Collaborator #2 (optional)

Name: Click or tap here to enter text.
Organization: Click or tap here to enter text.
Mailing Address: Click or tap here to enter text.
Phone: Click or tap here to enter text.
Email: Click or tap here to enter text.
Please describe the collaborator's proposed responsibilities/role in the project. *(Suggested: 100 words or less)*
Click or tap here to enter text.

Collaborator #3 (optional)

Name: Click or tap here to enter text.
Organization: Click or tap here to enter text.
Mailing Address: Click or tap here to enter text.
Phone: Click or tap here to enter text.
Email: Click or tap here to enter text.
Please describe the collaborator's proposed responsibilities/role in the project. *(Suggested: 100 words or less)*
Click or tap here to enter text.

Evidence & Evaluation:

Resources for Evidence-Based Interventions and Evaluation: (This and additional resources can be accessed at https://canceriowa.org/grants/ifp)

- *The Iowa Cancer Consortium has put together a blog post, A Public Health Professionals Guide to Evidence-Based Cancer Control Interventions (EBIs), which contains state and national resources for public health professionals to visit when selecting interventions.*
- *CDC's Program Evaluation Framework guides public health professionals in conducting program evaluation. It is a practical, nonprescriptive tool, designed to summarize and organize essential elements of program evaluation.*

What scientific evidence is there that your project will be effective? (*Suggested: 500 words or less.)*
There have been many studies demonstrating that cancer prevention campaigns, specifically regarding interventions, can help to reduce the burden of cancer on individuals as well as society. Common intervention practices like cancer screening and behavioral modification have shown to be very effective measures, but less focus is placed on environmental exposure prevention and intervention strategies. We know that cancer is a disease of great complexity, and that it often stems from a combination of many different factors. Studies have shown that by preventing exposure to carcinogens in the environment we can prevent disease. A well-known example is the decline in lung cancer rates due to smoking cessation, providing confirmation that by preventing exposure to carcinogens we can prevent disease. Cancer rates in Iowa are on the rise as a whole including certain cancers which are associated with environmental and occupational exposure. This linkage concerns the Environmental Health staff at Black Hawk County Public Health, and by providing cancer education and simple, actionable steps to prevent exposures to carcinogens, we hope to reduce or remove the preventable risk factors in the complex development pathways of cancers.
Below are two articles for consideration:

Environmental exposure measurement in cancer epidemiology
Christopher P. Wild
Mutagenesis, Volume 24, Issue 2, March 2009, Pages 117–125

Environmental and Occupational Causes of Cancer: New Evidence 2005-2007
Richard W. Clapp, , Molly M. Jacobs, and Edward L Loechler,
Reviews on Environmental Health January 1, 2008

How will you evaluate your project? How will you know if you have been successful? (*Suggested: 250 words or less.)*
Each objective will be evaluated separately, though the overall project evaluation will be tied closely to our third objective. Objective #1: Information Collection and Educational Tool Development will be

evaluated by the completion of an Environmental Carcinogens and Exposure Action Steps (Rural) educational materials campaign package. This objective will also be evaluated using community focus groups that will consist of a pre-course test on environmental carcinogens and prevention strategies, subsequent education (utilizing the Obj. 1 educational package), and a post-test. We will also offer $20 gift cards as an incentive for participation. Focus groups will provide proof of concept, demonstrating the effectiveness of our materials as well as providing necessary feedback on areas for improvement in our initial educational materials (please see Considerations and Best Practices for Focus Group Data Collection from the Institute of Education Sciences). Objective #2: Partner Development and Community Engagement is an ongoing objective, that will be evaluated throughout the life of the grant, and ultimately, by Letters of Support from at least 2 partners for our Year 2 application. Objective #3: Implementation of Cancer Education and Intervention Strategies is at the heart of this project. Completion of an educational event in our communities is the indicator for success in this objective. As to the project overall, meeting each of these objectives, as well as effective expenditure of grant funding and abiding by grant timelines, will be a signifier of project success.

How will you modify your project to meet the unique needs of certain populations? *(Suggested: 500 words or less.)*

We will accomplish this by enlisting partners already working with our target populations and using internal resources to assist with translation, interpretation and cultural understanding; in short - Community Health Workers will be critical to our success. In recent years, Black Hawk County Public Health has employed a number of community health workers, and these staff have demonstrated the value of having a member of a particular community assist with the implementation of a service. Environmental Health has proven that they can work effectively with Community Health Workers on a number of projects, from food safety to childhood lead poisoning prevention. For this project in particular, working with Leticia Chabotte, a Spanish-speaking Community Health Worker, will be vital due to her relationship with local leaders, her knowledge of local networks, and her passion for the Spanish-speaking communities in Black Hawk County. Her assistance will be particularly helpful when accessing agricultural worker networks and with Spanish interpretation and translation of educational materials. Georgia Hodge, our partner from F.R.I.E.N.D.S., will also be invaluable. Her connections to the organizations and communities of Waterloo will assist us in meeting with and developing relationships in semi-rural or transitional areas surrounding the city. By working with these partners and listening to the needs of the community we will be better able to adjust our message and approach and meet these communities where they are at and provide education and intervention strategies in ways most effective to meeting the unique needs of these populations. There may be other environmental concerns raised by these communities outside of our initial scope of proposed education that also need to be addressed either by our staff or other entities that we can assist in connecting with the community. We need to be flexible and prepared to listen and assist, not just talk and present our agenda. Our pre- and post-test focus groups in particular seek to identify needs of the community and evaluate effectiveness in the early stages of the program, so that resources will be spent on a broader educational campaign using materials that have already been proven to increase education and understanding of material within our targeted sections of our local community.

Budget:

Allowable budget categories have been identified below. If funding is requested within a specific category, a brief explanation or funding justification is required.

Staff Support

- Applicants may request funds for key personnel. Funds may not be requested to supplant existing job responsibilities.
- For any staff support requests through this grant mechanism, a copy of staff resume/CV, estimate of project hours, and list of staff project-related responsibilities must be included along with the budget request. Resumes should be included as an attachment.

Travel

- Travel essential to the proposed project may be funded under this proposal.
- Travel reimbursement is allowed at the following rates: $0.50/mile; in-state travel reimbursements follow Iowa Department of Administrative Services (DAS) guidelines, which is $37/day for meals ($27.75/day for first and last day of travel); out-of-state travel reimbursements follow Iowa DAS guidelines, which varies by destination. Maximum lodging reimbursement for in-state hotels is $80 plus taxes per night (see the Iowa DAS travel webpage for more information and resources).

Printing and Copying

- Estimate the total number of document pages that will be copied or printed. Use $0.06/page for calculating costs. Example: 500 pages X $.06/page =$30.00

Supplies

- Estimate the unit cost for each item to be purchased and the total number of items needed. Example: 200 brochures X $1.25/brochure = $250.00

Indirect/Administrative Costs

- Applicants for whom the Iowa Cancer Consortium is not serving as a fiscal agent may charge an indirect rate limited to 8% of the direct costs proposed in the budget.
- The total budget, including indirect or administrative costs, may not exceed the total requested funds (maximum of $25,000).
- Administrative costs are those incurred for common or joint objectives and cannot be identified readily and specifically with a sponsored program but are still necessary to the organization's operations.
- For example, the costs of operating and maintaining facilities, depreciation and administrative salaries are generally treated as indirect/administrative costs.
- If there is a need for indirect funding beyond 8% of direct program costs, requests should be written into the applicant's budget and justified heavily.
- The applicant shall maintain documentation to support the administrative cost allocation. The Consortium reserves the right to request the documentation at any time.

Other:

- Equipment
    - Describe equipment needed for project implementation.
    - Equipment costs must be justified, and an explanation provided for equipment use after the grant period ends.
    - Items that cost $5,000 or more are not routinely funded but will be considered on an individual basis.
- Incentives
    - Incentives are an allowable expense only if proven to be effective as part of an evidence-based intervention. The research or evidence case must be outlined.

- Clinical Care/Service Delivery
    - Clinical care, including the provision of medication, vaccinations and/or treatment, is not an allowable expense. Service delivery, including radon mitigation and cancer screening test purchases, will be reviewed individually.
    - Community organizations and collaborators are encouraged to provide financial support for service delivery components.

Please explain your budget in words: *(Suggested: 100 words or less)*

A larger portion of this budget will be billed towards staffing support. Staff support is divided into three specific groups – Environmental Health Officer, Community Health Worker, and Environmental Health Manager.

Environmental Health Officer (Eric Heinen, Kelly Amador and Alex Writz)

- Research, social media work, material design, outreach, education, interviews

Community Health Worker (Leticia Chabotte)

- Interpretation, translation, cultural considerations, education

Environmental Health Manager (Jared Parmater and Jenna Diephouse)

- Project management, budget, research, outreach, relationship development, reporting, monitoring work

Other items include print materials, billboards, and gift cards for focus groups

Use the table below to complete your proposed budget:

Reminder: Funding period is July 1, 2025, to May 31, 2026. This is an 11-month period, not a full year.

Budget Items and Explanation	Grant Funds Requested	Other Funding	Total Funds for Project
If possible, please divide them into categories. Examples include staff support, travel, supplies, equipment, etc. If service delivery or incentives are included within the budget, please include a statement of need along with each budget item.	*Funds being requested from the Iowa Cancer Consortium.*	*Include in-kind support, volunteer hours, collaborator financial support, and other types of financial support.*	*Include requested Iowa Cancer Consortium funds + items outlined in the Other Funding category.*
Staff Support			
Alexandria Writz (EHO) 150 hrs. x 48.66 = $7,299.00	$7,299.00		$7,299.00
Eric Heinen (EHO) 19 hrs. x 57.52 = $1,092.88	$1,092.88		$1,092.88
Kelly Amador (EHO) 30 hrs. x 51.46 = $1,543.80	$1,543.00		$1,543.00
Jared Parmater (EHM) 100 hrs. x 63.40 = $6,340.00	$6,340.00		$6,340.00
Leticia Chabotte (CHW) 50 hrs. x 33.54 = $1,677.00	$1,677.00		$1,677.00
Jenna Diephouse (EHM) 75 hrs. x 47.85 = $4,866.00	$4, 866.00		$4, 866.00
Travel			
Printing			
Program brochures for Rural and Agricultural workers. English (500) and Spanish (200). 700 x $.39 per copy	$275		$275
Supplies			
Gift Cards – Gas Station (Kwik Star or Casey's) 20 cards @ $20 per	$400		$400
Shipping			
Other			
Billboards at 3 locations – 1) Elk Run/Newell 2) US 63/Airline Hwy and 3) US 218 South LOC. Will run September through October @$1500 total	$1500		$1500
Totals:	$25,000	$Click or tap here to enter text.	$25,000

May 13th, 2025

Iowa Cancer Consortium
PO Box 859
North Liberty, Iowa 52317

Dear Iowa Cancer Consortium Board of Directors,

I write on behalf of F.R.I.E.N.D.S. of Community Health, in support of "Environmental Carcinogens in Rural Communities" proposed to the Iowa Cancer Consortium as part of the FY26 Iowa Cancer Plan Implementation Grant, Invitation for Proposals.

F.R.I.E.N.D.S. will fulfill the following roles in this partnership:

- **Provide access to local organizations and communities in Waterloo (semi-rural or transitional areas)**
- **Provide guidance related to and leverage experience as a community health worker**

I look forward to continuing collaborative work with Black Hawk County and Jared in particular. Jared and I have previously collaborated in the community. Earlier this year, he presented educational information during radon awareness month. I love his passion for his work.

Environment is an area that FRIENDS has and continues to address. Addressing the needs of the underserved. is in line with the work FRIENDS is addresses. In the community, FRIENDS is actively involved with local farmers and Black Hawk County's Iowa State Extension program.
I look forward to making an impact through this project

Sincerely,

Georgia Hodge

Georgia Hodge, Community Health Worker
F.R.I.E.N.D.S.

SAMPLE

ALEXANDRIA WRITZ

DEDICATED & DRIVEN PUBLIC HEALTH PROFESSIONAL

AW

CONTACT

507-514-1293

1doggeek@gmail.com

2630 Manor Street

Waterloo, IA 50702

EDUCATION

BSc Biology: Zoology
2013-2016
Minnesota State University, Mankato

Master of Public Health: Infection Control
2018-2023
University of South Florida

CERTIFICATIONS

Certified in Public Health (CPH)

State of Iowa Certified EBL Lead Inspector/Risk Assessor

Certified Professional Dog Trainer, Knowledge Assessed (CPDT-KA)

Certified Control Unleashed Instructor (CCUI)

ACHIEVEMENTS

2009 Jefferson Good People Award Recipient

2010 Communicate.Lead.Succeed MN State 4-H Award Recipient

2015 Outstanding 4-H Alumni

2017 & 2018 Finalist in the Big Ideas Competition at MNSU, Mankato

2025 Iowa Environmental Health Association Environmental Health Professional of the Year Award Recipient

WORK EXPERIENCE

Environmental Health Officer | Sep 2022 - Present

Black Hawk County Public Health

- Conduct Healthy Homes assessments
- Perform Lead Inspection Risk Assessments
- Coordinate education and outreach for the Childhood Lead Poisoning Prevention Program (CLPPP)
- Ensure children with elevated blood lead levels are connected to resources and necessary follow ups
- Collect private well water test samples
- Assist with communications needs and social media
- Operate mosquito traps to monitor for West Nile virus

Contact Tracer | Feb 2021 - March 2022

Black Hawk County Public Health

- Conducted COVID case investigations
- Advised residents on isolation and quarantine guidance to promote public health

Owner/Lead Dog Trainer | May 2016 - Present

MESSY Dog Training

- Engage in all the aspects of running a business as a solo entrepreneur, including business design, marketing, web design, finances, and other day-to-day business operations
- Develop and implement training curriculum based on the science of how dogs learn
- Teach owners to effectively change their dog's behavior

Patient Services Rep | Aug 2017 - May 2019

Mankato Clinic

- Scheduled testing and referrals, via phone or in person
- Educated patients on their appointments, including any necessary preparation for testing
- Coordinated interpreter services for patients where English was not their primary language
- Developed and maintained an educational and instructional reference on scheduling processes for staff members, helping to reduce scheduling errors and increase employee confidence and efficiency

Kennel Staff | July 2013 - Aug 2018

Minnesota Valley Pet Hospital

- Cared for hospitalized animals recovering from surgery
- Ensured environment was clean and safe by adhering to cleaning, sharps disposal, and x-ray safety protocols
- Assisted with animal restraint, diagnostic testing, and other procedures as necessary

Customer Service Plus | May 2015 - Feb 2017

Four Flags Over Aspen

- Processed orders for veterinary supplies, including muzzles, surgical drapes, stretchers, and slings
- Received orders over the phone, online, or via fax
- Answered customer inquiries by phone and email

Eric Heinen

2210 Russell Dr.
Cedar Falls, IA 50613
eheinen@cfu.net

Home: 319-268-1031
Work: 319-292-2249
Cell: 319-243-8042

Education

B.A., Environmental Planning & Earth Science
University of Northern Iowa, Cedar Falls, IA December 1993

Registered Environmental Health Specialist-Registered Sanitarian
National Environmental Health Association (NEHA) April 2017

Certificate in Public Health
University of Iowa, Iowa City, IA August 2005

Work Experience

Black Hawk County Health Department, Waterloo, IA, Aug. 1994-Present
Environmental Health Officer

- Conduct inspections for the Pool, Spa, Tattoo, and Tanning Programs with the Iowa Department of Public Health; and Healthy Homes following NEHA criteria of evaluation.
- Prepare reports for programs including, but not limited to: Iowa Departments of Natural Resources, Public Health, and Inspections and Appeals.
- Conduct various food inspections with the Iowa Department of Inspections and Appeals.
- Respond to code enforcement violations with various public agencies within Black Hawk County.
- Provide education and assistance to the public as it pertains to environmental health.
- Conduct inspections of Transient Non-Community Wells with the Iowa Department of Natural Resources.
- Coordinates Black Hawk County water sampling for the WAPSI Watershed in association with the The Iowa Watershed Approach, Iowa Flood Center.
- Assist in implementing Black Hawk County's Encephalitis and West Nile surveillance program.

Black Hawk County Health Department, Waterloo, IA, Jan. 1994-Aug. 1994
Public Health Technician

- Performed household water tests in Black Hawk and Bremer Counties in association with a grant from the Department of Natural Resources.
- Surveyed and assessed the condition of private water systems in association with a Department of Natural Resources grant.
- Assisted individuals in understanding the health risks associated with Nitrate and Total Coliform Bacteria Contamination.

Association Memberships

Iowa Environmental Health Association 1994-Present

- Treasurer- Iowa Environmental Health Association 2002-2005

Jared Parmater

119 Magnolia Drive
Cedar Falls, Iowa 50613

515-338-0171
jared.parmater@gmail.com

Professional Overview

Experienced, effective professional skilled in building, training, and supervising Environmental Health teams. An accomplished and motivated educator of public health principles, environmental, and scientific concepts with exceptional communication skills. Capable of building excellent rapport with students, peers, and colleagues. Versed in Environmental and Public Health regulation, grant writing and practice. Knowledgeable regulator well versed in interpreting, adopting, and enforcing state and local laws, regulations, and ordinances. Skilled educator of several audiences to include and the public.

Education

Master of Science: University of Northern Iowa – Biology Spring 2017

Completed thesis for M.S. in Biology with an emphasis on human leukocytes and exposure to agricultural based toxins. My body of work focused on the processes of phagocytosis, apoptosis, and reactive oxygen species in human lung cells. Thesis was the summation of 3 years' work, grant writing and fiscal management.

Bachelor of Arts: University of Northern Iowa – Biology Fall 2013

Coursework largely based on cellular and microbiology as well as immunology and genetics, to include several technical applications. During this period a minor in Chemistry was earned as well. Received professional training in two research labs while pursuing my degree; one, a co-evolution lab studying the genetic relationship between host-parasite organisms and the other, a lab studying the toxicity of a widely used herbicide on human lung cells.

Bachelor of Arts: University of Northern Iowa - Organizational Communications Spring 2004

Coursework consisted of organizational structure, effective communication strategies, and interpersonal interactions. Completed a Sociology minor concurrently with this degree.

Professional Experience

Environmental Health Program Manager 10/2016 - Present
Black Hawk County Health Department; Kaitlin Emrich - 319-291-2413 Waterloo, Iowa

Adjunct Instructor - Public Health and the Environment 08/2020 - Present
Allen College; Dr. Gayle Walter - 319-226-2526 Waterloo, Iowa

Teaching Assistant – Cell Structure and Function 08/2014 - 05/2016
University of Northern Iowa; Dr. Peter Berendzen - 319-273-6994 Cedar Falls, Iowa

Military Experience

Retired – Infantry Officer 04/1999 - 10/2019
Infantry Waterloo, Iowa
United States Army, 2/34th Brigade Combat Team; LTC Lee Vandewater - 515-331-5854

- Served as Platoon Leader, Executive Officer, Assistant Operations Officer, Company Commander, Operations Officer, Information Operations Officer, and Public Affairs Officer
- Company Command
  - Weapons Company 1-133rd IN
  - Headquarters and Headquarters Company 1-133rd IN
- Mobilization Project Officer - Active Special Orders
- Deployed Iraq OIF 05-07 and Afghanistan OEF 09-11
- Mobilized in support of Iowa Flood Relief and Parkersburg Tornado Relief

Knowledge, Skills, and Certifications

Leadership

- Great Plains Leadership Institute 10/2024 - Present
- Environmental Health Leadership Academy NEHA 06/2022 - 07/2023
- Hawkeye Community College Leadership Program 02/2019 - 12/2019

Emergency Preparedness

- Environmental Health Training in Emergency Response (EHTER) - FEMA Center for Domestic Preparedness 05/2023
- National Incident Management System/ Incident Command System - completed ICS-100-800

Environmental Health

- Registered Environmental Health Specialist/Registered Sanitarian Certification Expires 12/2024
- Standardized Food Safety Inspection Officer Expires 10/2024
- Environmental Justice and Equity - 6 projects focusing on environmental justice and equitable outcomes

Quality Management

- Public Health Accreditation - Served as Domain Lead during Accreditation Process, current Lead for Domain 6
- FDA Retail Standards - Completed FDA Retail Standards 2,3,4,5, 6,7 & 8, and a Comprehensive Strategic Improvement Plan
- Quality Improvement - Served 2 years on Health Department QI Team, 6 years of Quality Management experience
- Performance Management - 20 years of experience, identification of measures, benchmarks, and objectives

Professional Affiliations and Service

State of Iowa

- Iowa Environmental Health Association
  - IEHA President (3-year track) 2022 - Present
  - Legislative (Chair) and Professional Development Committees 2020 - Present
- Iowa Public Health Association
  - Public Health Conference of Iowa Core Group and Co-Chair 2021 - Present
- Iowa Cancer Consortium
  - Rural Communities and Radon Workgroups 2022 - Present

National

- National Environmental Health Association
  - Affiliate Engagement Committee and Affiliate Presidents Council 2023 - Present
- Association of Food and Drug Officials

Journal Publications

Egbuonye, N.C., Sesterhenn, L., Goldman, B., Pikora, J., and Parmater J.S., "Bridging the Gap Between Transformative Practices and Traditional Public Health Approaches", Journal of Public Health Management & Practice, vol.28 (supplement 4):pS151-S158, July/August 2022.

Honors and Awards

Military

- Bronze Star (Mehtar Lam, Afghanistan)
- Army Commendation Medal - 3rd Award (Al Asad, Iraq)
- Army Achievement Medal - 2nd Award

Academic

- Graduate Symposium Spring 2015 Winner 1st Prize - Science (University of Northern Iowa)
- Graduate Scholarship Recipient - Full Tuition (University of Northern Iowa)

References

Eric Bradley - Linn County Public Health
Deputy Director - Eric.Bradley@linncountyiowa.gov - 319-892-6003

Joshua Pikora - Public Health Accreditation Board
Accreditation Specialist - jpikora@phaboard.org - 630-484-3202

Rudy Jones - City of Waterloo Community Development
Director - rudy.jones@waterloo-ia.org - 319-291-4429

Jennaca H. Fox Diephouse
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Education

- *Bachelor of Health Science, specialization in Medical Laboratory Science*
  Allen College, Waterloo, Iowa
- *Bachelor of Art, Biology with an emphasis in Microbiology*
  University of Northern Iowa, Cedar Falls, Iowa

Experience

Black Hawk County Health Department, Waterloo, Iowa February 2021-Present
Environmental Health Services Supervisor

- Supervises the operations of the environmental health program; includes overseeing and participating in the assessment, inspection, enforcement, and compliance tasks environmental health services including water quality, private sewage disposal systems, food safety regulation, healthy homes assessment, public education, and other emerging areas of environmental health.
- In the absence of the Environmental Health Program Manager responsible for carrying out all supervisory duties.
- Assists with supervision of an environmental health control program including implementation and compliance with grants, contracts, applicable federal and state laws, professional standards of practice; and public health emergency preparedness activities; assists with the development of environmental health policies and procedures
- Collaborates with the program manager and agency epidemiologist to investigate food borne illnesses and other public sanitation problems, including data analysis, source determination, and measures to stop or prevent outbreaks, follow-up investigations, client interviews and collection of samples for analysis
- Monitors and reports on the efficiency and effectiveness of environmental health activities
- Leads environmental health program effort to create and maintain applications in geographic information systems

Richelieu Foods, Inc., Grundy Center, Iowa, August 2017-January 2021
Quality Assurance Supervisor

- Maintained all SQF and FSMA written programs and document control
- Conducted plant wide SQF, Food Safety, and GMP training
- Hosted external auditors and regulatory officials
- Collaborated with microbiologists and sanitation in environmental monitoring program
- Acted as secondary product disposition and release point person
- Wrote and reviewed SOPs
- Reviewed vendor regulatory documents to ensure FDA compliance and executes vendor approvals
- Identified nonconformances and applies corrective actions to batching errors and quality and food safety issues during production

QA Receiving and Documentation Technician, April 2016-August 2017

- Verified quality and specifications of raw materials in accordance with Food Safety and Quality specifications
- Conducts internal audits to ensure compliance with Food Safety and Quality specifications
- Tested and evaluated samples in the QA Laboratory
- Performed microbiology testing on finished products

Covenant Hospital, Waterloo, Iowa, November 2010-July 2011
Clinical Laboratory Intern

- Operated all laboratory equipment and conducted analysis on specimens in the Hematology, Urine Analysis, Chemistry, Microbiology, and Blood Banking departments

KELLY AMADOR

4140 North Ave Waterloo, IA 50702 | kezamador@gmail.com | 319-404-2686

EDUCATION

IOWA STATE UNIVERSITY, AMES, IOWA
BACHELOR OF SCIENCE IN ANIMAL SCIENCE
ENVIRONMENTAL STUDIES MINOR

EXPERIENCE

ENVIRONMENTAL HEALTH OFFICER BLACK HAWK COUNTY HEALTH DEPARTMENT
NOVEMBER 2019-PRESENT

- Perform lead inspections in homes to determine the presence of lead using an XRF and dust sampling
- Inspect pool and spa facilities to ensure compliance with environmental health laws
- Coordinate with contractors to evaluate and assess sites to ensure septic systems are installed according to state and local laws
- Evaluate time of transfer inspections to determine if existing septic systems are functioning in a sanitary condition
- Inspect TNC wells to certify that businesses remain compliant with safety, health, and environmental regulations set forth by federal, state and local governments
- Communicate with local and state officials to ensure laws are regulated properly

MANAGER AND TECHNICIAN ST. CLAIR PLUMBING, HEATING, COOLING, AND ELECTRICAL
NOVEMBER 2006-NOVEMBER 2019
PART TIME FROM JULY 1996-DECEMBER 2004

- Interpret and comply with state and local codes daily, including permit application and final inspection
- Evaluate, plan, and install septic systems, including performing percolation tests
- Read, interpret and analyze plans and blueprints to create estimates
- Measure well depth, casing diameter and plug abandoned wells
- Collect water samples from homes and test
- Effectively communicate with customers in a variety of settings to meet their needs
- Complete routine office tasks including answering the phone, filing, emailing, invoicing, and composing letters using Microsoft Office
- Perform duties in all weather conditions, attics, crawl spaces, trenches

QUALITY ASSURANCE INSPECTOR BEEF PRODUCTS INC.
MARCH 2005-OCTOBER 2006

- Inspect, test, and analyze raw and finished products to maintain quality standards under HACCP and Quality Assurance Standards hourly
- Record accurate measurements and test results every quarter hour

WATER ANALYST DES MOINES AREA WATERSHED QUALITY NETWORK
SEPTEMBER 2004-DECEMBER 2004

- Travel to test sites, collect water samples in specific locations weekly
- Test water samples using various methods, and record accurate data

LICENSES

State of Iowa Lead Inspector/Risk Assessor
XRF Instrument Operator Training
Certified Pool and Spa Operator
Certified Installer of Onsite Wastewater Treatment Systems (CIOWTS) Credential
State of Iowa Electrical Journeyman Class B Electrical
Registered Environmental Health Specialist/Registered Sanitarian

VOLUNTEER

BLACK HAWK COUNTY MASTER GARDENER
2010-2017

FFA MUSEUM DESIGN COMMITTEE
2014-2017

Leticia Chabotte
1303 Ashworth Dr
Cedar Falls, IA. 50613
Cell 319 504 6122

OBJECTIVE:

To exercise my passion to assist those in significant need of Federal, State, and Local social and economic assistance, primarily in the destitute communities and marginalized populations, where access to healthcare services is limited.

SKILLS:

- **Fluent Spanish/English Bilingual**
- **Experienced working with people from vulnerable diverse backgrounds and impoverished environments connecting them with proper Community Based Organizations to meet their housing, health coverage, medical, social, and financial needs.**
- **Excellent customer service, communication and mediation skills**
- **Experienced working with people of different ethnicities, sexual orientations, gender identities, and abilities.**
- **Excellent organizational and prioritization skills**
- **Excellent data entry skills and office management skills in clinical settings.**
- **Knowledgeable in Medical Terminology**
- **Strong writing and editing skills with the ability to convey ideas in a concise, clear, and persuasive manner.**
- **Ability to work with detailed and confidential HIPAA information.**
- **Ability to meet deadlines and work in a timely fashion.**
- **Proficient with Microsoft Office Programs**
- **Excellent Personal Patient Relations**
- **Quality Assurance Inspection**

QUALIFICATIONS:

I'm Native Born (Puerto Rico) Fluent in Spanish and English. As a frontline Community Health Worker, I play a crucial role in promoting the overall well-being and health of individuals within my community. I strive to improve health outcomes by providing essential healthcare services, support, education, and resources to underserved populations. I have close connections and relationships with community members and am immersed in the Hispanic Community Population to bridge the gap between providers and patients, ensuring that healthcare services are accessible, and that health promotion and disease prevention efforts are effectively implemented. I Coordinated Medical and Dental Appointments for the NE Iowa community, primarily in the destitute communities and marginalized populations, where access to healthcare services is limited. I provided Spanish to English and vice versa interpretation services for Mercy One Medical Center, Peoples Clinic, Allen Hospital and occasionally the Blackhawk County Sheriff DPT for the past 15 years. I possess a thorough knowledge of HIPAA laws, the NE Iowa community, especially the Hispanic community, and of the needs of the Patient Services, File Management, and security.

EXPERIENCE:

8/24-Present **Black Hawk County Public Health**

Position: Community Health Worker

Duties: Responsible for helping the Latino community and their families to navigate and access community services, other resources and adopt healthy behaviors. Support providers and serve as a liaison between providers and Case Managers through an integrated approach to care management and community outreach, facilitating the registration of available federal, state and local programs to include Health Coverage, Medicaid, Medicare, Social Security benefits, Food and Safety Inspections, Housing Services, Nutrition, Women Health, Dental programs and others. Finding resources and support for individuals managing both their physical and mental health. Assisting and collaborating with all the department in within Black Hawk Public Health to support the clients access all the program available to them.

08/22-5/24 **Mercy One Medical Center**

Position: Community Health Worker

Duties: Employ stimulating conversational techniques to assess non-clinical needs for patients and their families and connect them with community-based organizations. Facilitate the registration of available federal, state and local programs to include Health Coverage, Medicaid, Medicare, Social Security benefits, food and housing services. Serve as a liaison between providers and patients to facilitate communication and coordination of services. Document patient health records and the care management platform within one business day. Provide education and support for individuals in managing both their physical and mental health. Work closely with patients to promote healthy behaviors, such as regular exercise, healthy eating habits, and avoid risky behaviors like smoking. Additionally, assist individuals in understanding and managing their chronic conditions, such as diabetes or hypertension, by providing education on medication management and lifestyle changes.

09/09-08/22 **Mercy One Medical Center**

Position: Bi-Lingual (Spanish/English) Interpreter

Duties: Orally translate doctor to patient and patient to doctor medical symptoms and diagnosis, help the patient to apply and obtain qualifications from the Community Care Program and assist on the applications on community resources including Medicaid, to facilitate the health care to the patient for medical procedures and community resources. Asist the nursing staff to orally translate pharmaceutical prescriptions, Lab procedures and results to the patients, and translate documents from English to Spanish and vise versa. Schedule appointments for Hispanic patients for all departments, Work hand in hand with nutritionists providing education to Diabetics, Pregnant and Obese patients.

05/04-09/09 **Peoples Community Clinic**

Position: Bi-Lingual (Spanish/English) Interpreter

Duties: Orally translate doctor to patient and patient to doctor medical symptoms and diagnosis's, Orally translate pharmaceutical prescriptions to the patients, Orally translate Lab procedures and results to the patients, Translate documents from English to Spanish and vise versa, schedule appointments for Hispanic patients for doctors and dentists alike, Work hand in hand with nutritionists providing education to Diabetics and Obese patients and responsible for scheduling other interpreters work schedule.

05/00-05/04	**GMAC Mortgage** **Position: Bi-Lingual (Spanish/English) Customer Service Rep** **Duties: Field incoming calls, conduct research into mortgages questioned, document discrepancies and initiate corrective action. Reply to customers in a timely manner with 100% satisfaction. Assist in scheduling, resource and setting up with company extracurricular activities.**
08/99-05/00	**Landau and Heyman Security** **Position: Public Safety/Security Officer** **Duties: Motorized and foot patrol of the College Square Mall. Assist merchants in the surveillance, apprehension, photographs and reports of shoplifters. Notify local police authorities of shoplifters in the control of the College Square Mall. Report accidents and any other safety related issues to proper officials. Assist in the general maintenance of the facility to promote a safe atmosphere of the College Square Mall.**
06/99-11/99	**Sears** **Position: Sales** **Duties: Operated cash register, Greeted and assisted customers, handled, sold, inventoried, and maintained a thousand of dollars of high-quality jewelry daily**
06/98-03/99	**Ponds Security** **Position: Security Guard** **Duties: Inspect High Ranked Dignitaries Aircraft for foul play (BOMBS/SABATAGE), Monitor Sophisticated Alarms interconnected from numerous community establishments, checked personnel at security gates against authorized rosters, Recorded all actions in a daily journal**
06/96-11/96	**AAFES EUROPE** **POSITION: Cashier and Sales Associate (Jewelry)** **Duties: Operated cash register, Greeted and assisted customers, handled, sold, inventoried, and maintained millions of dollars of high-quality jewelry daily**
06/95-11/95	**POWER PARTS INC.** **Position: Material Handler** **Duties: Operated machinery, stocked merchandise, assembled electronic games**

EDUCATION:

09/99-05/02	**University of Northern Iowa** **Spanish** **Pursued a BA Degree in Spanish Education**
08/89-06/91	**John F. Kennedy High School** **General Studies** **Graduated**

References

- Carol Woods
  Director of Mercy One Hospitalists
  319 939 2767
  Carol.woods@mercyhealth.com

- Dr. Brian Sims
  Mercy One Pediatric Doctor
  319 290 9543
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- Dr. Benjamin Davidson
  Mercy One Pediatric Doctor
  419 280 8099
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- Sandra Guevara
  Mercy One Lab Supervisor
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Institute of Education Sciences

July 2024

Considerations and Best Practices for Focus Group Data Collection

This document presents key considerations and best practices for planning, designing, and conducting a focus group.

Key questions	Considerations and best practices
What are the objectives of your focus group?	• A focus group is a conversation with a purpose. As a first step, always determine your overarching reason for conducting a focus group. **Example:** To better understand how principals support teachers in implementing classroom curricula. • Break down the purpose into clear, action-oriented objectives. **Example:** By the end of this focus group, we will be able to do the following: o Identify common challenges faced by teachers in implementing classroom curricula. o Determine what curricula implementation resources principals provide to teachers. o Assess how teachers perceive the support they receive from principals. o Use teachers' and school administrators' perceptions to identify key factors contributing to successful implementation of classroom curricula. • The more objectives you have, the longer your focus group will take. • Depending on your objectives, you may need to conduct separate focus groups for different types of participants to ensure everyone feels comfortable and can express their perspectives without the influence of hierarchal dynamics. In the example above, you might consider hosting separate focus groups for teachers and principals.
What format will you use to conduct the focus group?	• Consider whether an in-person or virtual setting will be more appropriate for the focus group. Cost, feasibility of scheduling, and other logistical issues will factor into this decision. • If using an in-person setting, take steps to create a welcoming and comfortable physical environment. This may include arranging chairs around the same table or in a circle, ensuring the facilitator sits with the group to avoid appearing removed from the conversation, and offering food and water to participants. • If using a virtual setting, review the platform you intend to use for usability and accessibility. Consider whether your expected participants are familiar with the type of technology and platform you intend to use; whether the technology comes with accessibility features, such as closed captioning; and how you will record the session if that is part of your focus group plan.

Key questions	Considerations and best practices

What questions will you ask?	• Develop a list of key topics that most closely align with your objectives, then specify questions within each topic.
	• All questions should align directly with the focus group objectives. This may mean excluding tangential questions.
	• There are no clear rules on ordering focus group questions. A frequent practice is to start each section with a broad question and then ask more specific probing questions.
	• When shaping your topics and questions, carefully consider what you will do with the information you gather. For example, if you plan to update a teacher evaluation system to promote instructional improvement, you may want to ask questions about the aspects of the system that are within your power to change. Consider the following questions:
	  ○ *Q: What changes would you suggest making to the teacher evaluation system?* (This question is not ideal because it does not focus participants on changes to support instructional improvement. The participants may suggest changes for other purposes.)
	  ○ *Q: What changes would you suggest to make the evaluation system more helpful in improving your instructional abilities?* (This question is better because it focuses participants on the types of suggestions you are interested in.)
	  ○ *Q: What changes would you suggest in the way feedback is provided to make the system more helpful in improving your instructional abilities?* (This question may be especially useful because it not only focuses participants on suggestions to make the system more useful for instructional improvement, but also focuses on a specific aspect of the system that is within your power to change.)
	• When all you need are quick, short responses, ask closed-ended questions that provide the possible answers participants can choose from (such as yes/no questions).
	• Consider how the wording of your questions might bias (influence) the responses. For example, asking "How has coaching/support helped you think about helping students retain and apply their learning?" assumes that participants believe the coaching/support has helped them in that way. Potential biases to avoid include imbalance (providing answer choices that do not reflect the full range of possible answers), social desirability (providing wording that encourages respondents to provide the socially acceptable answer rather than their honest answer), and confirmation (providing wording that produces responses that affirm how the focus group facilitator already thinks about the topic).
	• For each question, decide whether you want responses from all or only a subset of participants. For example, you may design a focus group protocol with branching logic which asks one question of all participants and then asks different follow-up questions based on how respondents answered the first question.

Key questions	Considerations and best practices
What methods will you use to collect responses to your questions?	• You may use a variety of methods to collect responses during an in-person or virtual focus group. Choose the methods that best balance collecting the information you need with the amount of time needed to collect the information. • For example: o Ask the question and give each participant a chance to verbally respond. o Ask a question and have each participant write their response on a piece of paper that you collect (if in-person) or type them in a chat box (if virtual). o Ask participants to respond to the question using hand gestures (for example, ask them to show a certain number of fingers to express how strongly they agree with a statement) or animated reactions (for example, have them select a thumbs-up icon in the virtual meeting platform if they agree with a statement or a thumbs-down if they don't). o Use an online polling tool (that participants can access through mobile devices if meeting in-person) to quickly collect responses like yes/no answers, ratings of 1 to 5, or ratings of agreement from strongly agree to strongly disagree. o Break participants into small groups and have each group discuss and then share their responses with the full group. o Give in-person participants stickers or Post-It notes and ask them to place their stickers on a board showing possible answers. Online tools such as Jamboard, Mentimeter, Mural, Miro, and others enable you to collect responses from virtual participants similarly. • As you draft your protocol and outline your methods, consider how long you want participants to engage with each question.

Key questions	Considerations and best practices

What other considerations should you keep in mind?	• Because the goals of focus groups vary, there are no clear rules for how many participants you should include, how long the focus group should last, or the number of focus groups you should conduct. Common practices include:
	  ○ **Number of participants.** As few as 4 and as many as 12
	  ○ **Length.** 1 to 2 hours
	  ○ **Number of focus groups.** At least 3 focus groups, but in practice researchers conduct focus groups as long as they continue to produce new and important insights.
	• All focus groups should begin with introductions that inform participants about the goals of the focus group, how data collected from the focus group will be used, and whether responses are confidential. The introductions should also help participants and the focus group facilitator develop rapport and mutual trust.
	• Prioritize your questions within each topic so that you cover the highest priority questions if you run low on time.
	• Prepare for what you will do if the following takes place:
	  ○ No one responds to a question.
	  ○ A few participants dominate the conversation.
	  ○ You need participants to provide deeper or more detailed responses.
	  ○ You need to confirm your understanding of responses.
	  ○ You need to redirect the conversation if it goes off topic in an unhelpful way, if too much time is spent on one topic and you need to move on to another question, or if a participant shares sensitive information and you need to respond appropriately and sympathetically while also redirecting the conversation.
	• Consider piloting your focus group in advance, such as by conducting a mock focus group with members of your team. Testing questions in advance can uncover issues such as confusing questions or having too many questions and give you time to revise your focus group protocol accordingly. If you're conducting multiple focus groups, you can also make adjustments based on your experience during the first focus group.
	• Consider recruiting more participants than you need in case some who agree to participate do not attend. If you struggle to recruit participants, consider using incentives such as free food or a gift card to encourage participation.

References

Liamputtong, P. (2011). Focus group methodology: Principle and practice. Sage Publications. https://doi.org/10.4135/9781473957657

Masadeh, M. A. (2012). Focus group: Reviews and practices. *International Journal of Applied Science and Technology*, *2*(10), 63–68.

Onwuegbuzie, A. J., Dickinson, W. B., Leech, N. L., & Zoran, A. G. (2009). A qualitative framework for collecting and analyzing data in focus group research. *International Journal of Qualitative Methods*, *8*(3), 1–21.

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