

RONALD BIALEK, M.P.P.

July 16, 2022

Re: Review of the I-495 and I-270 MLS FEIS

Dear Josh Tulkin and the Sierra Club Maryland Chapter:

I have focused my review on the I-495 and I-270 Managed Lanes Study (MLS) Final Environmental Impact Statement (FEIS) Chapters 5 and 9, and Appendix K and also reviewed the entire FEIS, searching for information on human health effects of the proposed MLS. It is unfortunate that the FEIS is woefully inadequate in assessing current and potential human health effects, as required for an FEIS. As a public health professional and CEO of a national public health organization supporting healthier communities, with more than 35 years of experience in public health practice and academia (see attached CV), after reviewing the FEIS it is evident that available data to assess current and potential health effects were ignored and that the FEIS team lacked the expertise to assess health effects, even after this was noted in comments in response to the DEIS. In my professional opinion, the FEIS fails the citizens of Maryland by ignoring available health data and not bringing in the necessary expertise to assess public health impacts, with the result being an FEIS that failed to adequately assess current and potential impacts on human health.

NEPA was designed to “promote efforts which will prevent or eliminate damage to the environment and biosphere and stimulate the health and welfare of man.” 42 U.S.C. § 4321. A foundational NEPA policy is to “assure for all Americans safe, healthful, productive, and aesthetically and culturally pleasing surroundings,” 42 U.S.C. § 4331, and to “attain the widest range of beneficial uses of the environment without degradation, risk to health or safety, or other undesirable and unintended consequences.” *Id.* § 4331. To implement these policies, in their NEPA documents, agencies must consider the direct, indirect, and cumulative impacts of proposed actions, including health impacts. 40 C.F.R. § 1508.8 (2019); see also *id.* § 1508.7 (2019). Human health must be considered under NEPA’s definition of “effects”:

Effects include ecological (such as the effects on natural resources and on the components, structures, and functioning of affected ecosystems), aesthetic, historic, cultural, economic (such as the effects on employment), social, or health effects. Effects may also include those resulting from actions that may have both beneficial and detrimental effects, even if on balance the agency believes that the effect will be beneficial.

40 C.F.R. § 1508.1(g).

General statements about possible effects and risks do not constitute the hard look required by NEPA without a justification for why the agency could not supply more definitive information. *Or. Nat. Desert Ass’n v. Rose*, 921 F.3d 1185, 1191 (9th Cir. 2019). Conclusory statements that the effects will be minimal or are inevitable are also insufficient under NEPA. *Del. Riverkeeper Network v. FERC*, 753 F.3d 1304, 1313 (D.C. Cir. 2014).

Yet, general statements about health pervade the FEIS. In numerous places, the Agencies claim that it is too difficult to measure human health effects. See FEIS Chps. 5 & 9, App'x K. The FEIS states the following: “[w]hile much work has been done to assess the overall public health risk from traffic proximity and MSATs [mobile source air toxics] exposure, it is a continuing area of research and the tools and techniques for assessing project-specific health outcomes as a result of lifetime MSAT exposure remain limited.” FEIS, Chp. 9 at 56. The Agencies thereby disclaim the responsibility to evaluate MSAT emissions: “[t]hese limitations impede the ability to evaluate how potential public health risks posed by MSAT exposure should be factored into project-level decision-making within the context of a NEPA Study such as the Study.” Id.

Moreover, except for a token consideration of MSATs, the FEIS neglects health effects in their entirety, even though nowhere in NEPA is the requirement to assess human health effects limited to impacts from mobile source air toxics. As I noted in my comments on to the DEIS, no health data were considered. Once again, in the FEIS there is not a single citation referencing a reliable health data source. There are many that were available to the FEIS preparers, including:

- Vital Statistics
- Maryland CRISP
- Maryland Health Services Cost Review Commission hospital discharge data
- Behavioral Risk Factor Surveillance System
- National Health Interview Survey
- National Health and Nutrition Examination Survey

These data sources should have been used to explore health trends, the impact of expanded use of roadways, and ways to mitigate adverse health effects. Instead, the FEIS repeatedly claims that it is too difficult to assess health effects. This is clearly incorrect as reliable data sources are available to enable the FEIS to perform this assessment. In addition, there is not a single epidemiologist or individual with a Master of Public Health (MPH) on the list of preparers for the FEIS. There was no one on the team seemingly qualified to assess human health effects. Qualified individuals also could have done modeling to project future human health effects, but the agencies declined to employ anyone with sufficient qualifications.

Ignoring the human health effects from the Preferred Alternative is of consequence to all people impacted by the proposed project. The problem is exacerbated for minority and low-income populations. While the Phase 1 South Preferred Alternative appears to affect fewer EJ populations than the earlier more expansive Recommended Preferred Alternative 9, the FEIS nevertheless fails to address health effects in those EJ areas, as did the DEIS. Further, the more expansive Recommended Preferred Alternative 9 has simply been deferred to a later date and thus the cumulative health impacts of this future project should have been considered in the FEIS.

The same data sources noted above could have, and should have, been used to assess current health effects and model future health effects. For example, something as simple as sampling for lead in soil that will be disturbed during construction was ignored. Childhood lead poisoning is a particular social injustice with far greater impact on minority and low-income populations. In a recent study completed by the University of Wisconsin-Milwaukee, the researchers found that over half of gun violence perpetrators and victims in Milwaukee had elevated blood lead levels as

children.¹ A “wait and see” attitude toward lead-contaminated soil is unconscionable. Most lead entering the soil is due to air emissions from vehicle traffic before lead was banned in gasoline. There are studies in the peer-reviewed and grey literature noting how disturbing lead in soil results in childhood lead poisoning. Sampling the soil around the study areas and revealing the results of those soil samples is essential to a full analysis of alternatives in the FEIS.

NEPA requires an FEIS to incorporate impacts on human health. The FEIS ignores this requirement. Current health effects that may be related to I-495 and I-270 must be considered, and modeling for potential future impacts on human health is doable by accessing existing data sources and using qualified public health experts to assess and project human health effects, none of which was done by the Agencies.

Thank you for allowing me to submit this letter as part of your Chapter’s review of the FEIS document.

Sincerely,

A handwritten signature in cursive script that reads "Ron Bialek".

Ronald Bialek, M.P.P.

¹ Lindsay R. Emer, et al., Association of Childhood Blood Lead Levels with Firearm Violence Perpetration and Victimization in Milwaukee, *Environmental Research* 180: 108822 (2020), available at <https://www.sciencedirect.com/science/article/abs/pii/S001393511930619X>.

RONALD BIALEK, M.P.P.

SUMMARY

More than 35 years of experience in public health practice and academia, leading efforts to improve the quality, performance and outcomes of public health agencies and systems. Extensive experience in providing capacity building assistance to build public health infrastructure and improve performance of the workforce and public health agencies at the national, state and local levels. Excellent facilitation skills in bringing together disparate groups to work towards identifying and achieving common goals, including working to improve community health status. Led the national efforts that resulted in establishment of the consensus set of Core Competencies for Public Health Professionals and the Council on Linkages Between Academia and Public Health Practice. Led the Public Health Foundation efforts to develop the nation's premier public health learning management network, TRAIN, and the population health driver diagram framework to help communities align actions of public health, healthcare, and other organizations when addressing specific community health challenges.

Developed policies and programs with and for state, tribal, local, and territorial health departments to build workforce competencies, performance management systems, and quality improvement initiatives. National leader in capacity building assistance, including developing public health practice guidelines, community health and public health system performance assessment techniques, and building partnerships between health departments, hospitals and health systems, and academic institutions. Extensive experience in designing and delivering training to public health professionals in state, Tribal, local, and territorial health departments working to improve quality, performance, and outcomes of individuals, programs, and organizations in the areas of performance management, process improvement, public health practice, and community health assessment.

Has created and managed complex national initiatives involving multiple health system partners designed to improve public health agency and health system performance, quality, and outcomes. Provides technical knowledge and assures quality of all training, technical assistance, publications, tools, and other resources developed by the Public Health Foundation to assist public health practitioners build and improve capacity.

PROFESSIONAL EXPERIENCE

President and CEO, Public Health Foundation 1999 to Present

Executive Director, Public Health Foundation, 1996 to 1999

Serves as President and CEO of the Public Health Foundation, a private, national, nonprofit organization with a mission to improve the public's health by strengthening the quality and performance of public health practice. Provides leadership in determining methods, tools, and services to be developed for providing capacity building assistance to state, Tribal, local, and territorial health agencies in areas of performance management, quality improvement, and workforce development. Conducts quality review of project deliverables, and supervises the development of publications and presentations. Consults with federal, state, and local policymakers on ways to improve the performance of the workforce and public health agencies. Provides direct capacity building technical assistance to state, tribal, local and territorial health agencies on workforce development, performance management, quality improvement, infrastructure assessment and improvement, and development and achievement of performance measures and standards. Oversees all aspects of Foundation management and

administration, including project development and implementation, personnel, finance, compliance, and procurement.

Associate, Department of Health Policy and Management, Johns Hopkins University School of Hygiene and Public Health, 1997 to Present

Teaches courses on public health practice, performance management and improvement, and community health assessment. Mentors students for internships at the Public Health Foundation. Conducts joint research with other faculty on improving the operations and effectiveness of public health agencies. Assists in development of distance learning courses. Serves on School leadership and public health training center development committees.

Director, Health Program Alliance, and Instructor, Department of Health Policy and Management, Division of Public Health, 1988 to 1996, The Johns Hopkins University School of Hygiene and Public Health.

Director of Technical Assistance, Health Program Alliance, 1987 to 1988

Established goals and objectives of program and procured all funding. Responsible for budgets, training and supervising personnel, providing policy analysis and technical assistance, and monitoring program quality. Provided technical and educational assistance to public and private health agencies. Areas of expertise include: state and local health department community health assessment, program development and evaluation; health care system reform and cost containment; advocacy and negotiation; regulation of health care professionals; mandated health insurance benefits; regulation of health care; and prevention policy. Served on health agency committees addressing health care system, health care cost, and preventive care issues. Developed and taught courses on public health policy topics, including: public health practice and the role of public health under a reformed health care system.

Special Assistant to the Assistant Secretary for Health Regulation, 1985 to 1987, Maryland Department of Health and Mental Hygiene

Staff Assistant to the Assistant Secretary for Health Regulation, 1984 to 1985

As Staff Assistant responsibilities included report preparation, policy analysis, briefings, benefit/cost analysis, and statistical analysis. As Special Assistant, responsibilities expanded to include supervising staff, developing policy recommendations, coordinating internal and external communications, speech writing, project management, coordinating and developing legislative position statements and fiscal notes, reviewing regulations and presenting testimony. Specific areas of research and policy development included mandated health insurance benefits, physician supply and demand, health care professional regulation, health care economics, appropriate use of major medical equipment, management information systems and health care cost containment. Served as project manager for a three-year longitudinal study on quality of health care for the elderly in Maryland. Developed computer programs for tracking legislation and correspondence.

Staff Assistant to the Director, 1983 to 1984, Health Care Financing Administration, Office of Research

Prepared speeches and research articles. Special emphasis placed on examining data analysis techniques for assisting public policy development and evaluation. Specific topics included the anticipated impacts of the Medicare Prospective Payment System and the role of data for decision making. Assessed physician supply projections and their impacts on future health care expenditures and policies.

Research Assistant, 1982 to 1983, The Johns Hopkins University

Conducted various computer oriented statistical analyses of the success rates of minority-owned businesses in Maryland. Examined the influence of Small Business Administration loans on business performance and operation.

Environmental Scientist, 1981 to 1982, Pacific Environmental Services, Inc.

Managed and designed research project for evaluating U.S. Environmental Protection Agency (EPA) criteria for incorporating Federal actions and their associated emissions into state air quality plans. Analyzed socioeconomic impacts on urban areas and surrounding communities of regulatory options for controlling air pollution. Drafted air quality regulations for the EPA. Developed a guidance document for use by state and local governments in the preparation of air quality plans. Continually monitored and analyzed impacts of new environmental regulations and legislation. Delivered briefings and testimony for government and private clients.

Research Analyst, 1979 to 1981, Energy and Environment Analysis, Inc.

Wrote issue papers, compliance plans, and sections of environmental impact statements. Developed a permitting guide for an oil shale facility. Assisted clients in developing and managing plans for complying with new hazardous waste regulations. Prepared public comments on proposed regulations.

EDUCATION AND TRAINING

M.A., Public Policy, Johns Hopkins University, 1984

B.A., Political Science, Johns Hopkins University, 1978

PROFESSIONAL ACTIVITIES

Advisory Panels and Committees

2019 to present, Primary Care Coalition, Board of Directors; Treasurer – 2021 to present.

2017 to present, National Quality Forum, Prevention and Population Health Standing Committee.

2017 to 2018, National Quality Forum, Food Insecurity and Housing Instability Expert Panel.

2014 to 2018, Adventist HealthCare Center for Health Equity and Wellness Advisory Board.

2014 to 2017, National Quality Forum, Health and Well-Being Steering Committee for the Health

and Well-Being Endorsement Maintenance Project.

2014 to present, National Behavioral Health Network Advisory Council.

2011 to 2017, National Indian Health Board Profile of Tribal Health Departments Advisory Committee.

2013 to 2015, Chair, Montgomery County (MD) Commission on Health, Commission member 2010 to 2016.

2013 to 2015, Practice Advisory Committee, Global Institute for Public Health, New York University.

2012 to 2014, Emergency Preparedness Advisory Committee, Society for Public Health Education.

2012 to 2014 Expert Panel on Public Health and Community Design Cross-Sectoral Workforce Development.

2011 to 2012, National Quality Forum, Population Health Steering Committee.

2008 to 2012, National Association of Local Boards of Health Profile Working Group.

2008 to 2010, Public Health Accreditation Board, Fees and Incentives Workgroup.

2008, Institute of Medicine, Committee on the State of the USA Health Indicators.

2005 to 2006, Exploring Accreditation Project, Fees and Incentives Workgroup.

2003 to 2007, Member, Health Resources and Services Administration, Bureau of Health Professionals, Health Outcomes Workgroup.

2003 to 2006, Trust for America's Health, Preparedness Advisory Group.

2002 to 2006, Member, National Association of County and City Health Officials, Workforce and Leadership Development Advisory Committee.

2000, Member, Pew Environmental Commission, Surveillance Workgroup.

1999 to 2004, Board Member, Education Board, American Public Health Association.

1999 to 2002, Member, Healthy Maryland 2010 Steering Committee, Maryland Department of Health and Mental Hygiene.

1998 to 2010, Member, Advisory Committee on Training, National Association of Local Boards of Health.

1996 to present, Member, Mid-Atlantic Health Leadership Institute Steering Committee, Johns Hopkins School of Public Health.

1996 to 2000, Member, Maternal and Child Health Data Utilization Committee, Johns Hopkins School of Public Health.

1996 to 2005, Member, Health Resources and Services Administration/Association of Schools of Public Health Cooperative Agreement Steering Committee.

1998 to 2000, Member, National Advisory Council, Pennsylvania and Northeast Regional Training Project.

1998 to 2000, Member, Health Domain, Presidential Learning Technology Initiative.

1996 to 1999, Member, Health Resources and Services Administration/Association of Schools of Public Health Managed Care Steering Committee.

1995 to 2000, Member, Public Health Functions Working Group, Office of the Assistant Secretary, U.S. Department of Health and Human Services.

1995 to 1998, Board member, Maryland Public Health Association.

1993 to 1998, Prevention Block Grant Advisory Committee, Maryland Department of Health and Mental Hygiene.

1995 to 1997, Chair, Subcommittee on Public Health and Managed Care, Public Health Functions Working Group, Office of the Assistant Secretary, U.S. Department of Health and Human Services.

1995 to 1996, Member, Maryland 1115 Medicaid Waiver Committee, Maryland Department of Health and Mental Hygiene.

1994 to 1996, Member, APEX-PH Working Group, National Association of County and City Health Officials.

1993 to 1996, Chair, Local Advisory Council, Eastern Shore (MD) Center for Public Health Research and Training.

1993 to 1996, Co-Chair and Eastern Coordinator, Public Health Practice Council, Association of Schools of Public Health.

1992 to 1996, Chair, Curriculum Subcommittee, Minority Training Program, Group Health Foundation.

1992 to 1996, Minority Training Program Steering Committee, Group Health Foundation.

1992 to 1995, Co-Chair, Maryland Coalition for Local Public Health.

1995, Association of Schools of Public Health/Health Resources and Services Administration Special Projects Grant Workshop Planning Committee.

1993 to 1994, Committee on Faculty Titles, Johns Hopkins University School of Hygiene and Public Health.

1992 to 1994, Elected to Faculty Senate, Johns Hopkins University School of Hygiene and Public Health.

1992 to 1993, Search Committee, Maryland Health Resources Planning Commission.

1992, Self-Study Committee, Department of Health Policy and Management, Johns Hopkins University School of Hygiene and Public Health.

1990 to 1992, Program Committee, Association of State and Territorial Local Health Liaison Officials.

1988 to 1990, Public Affairs Committee of the American Heart Association, Maryland Affiliate.

1988 to 1990, Health Manpower Work Group, Maryland Department of Health and Mental Hygiene.

1987 to 1988, Secretary's Ad Hoc Committee on the Regulation of Health Professionals, Maryland Department of Health and Mental Hygiene.

Editorial Boards

Editorial Board, Journal of Public Health Management and Practice, 1995 to Present.

Editorial Board, Health Promotion Practice, 1999 to 2012.

Project Director, The Link, A Quarterly Bulletin of the Council on Linkages Between Academia and Public Health Practice, 1991 to 2005.

HONORS AND AWARDS

1999, The National Association of Local Boards of Health Honorary Lifetime Membership Award.

1996, The Anna Baetjer Society Award for Excellence in Public Health Practice.

1995 to 1996, Public Health Leadership Institute Scholar.

PUBLICATIONS

Books

Bialek, R., Beitsch, L., and Moran, J., Editors, Solving Population Health Problems through Collaboration. CRC Press: Boca Rotan, FL, March 2017.

Bialek, R., Duffy, G., and Moran, J. Modular kaizen: Dealing with Disruptions. Public Health Foundation, Washington, DC, 2011.

Bialek, R., Duffy, G., and Moran, J., Editors, The Public Health Quality Improvement Handbook. ASQ Quality Press: Milwaukee, 2009.

Sorensen, A. and Bialek, R., Editors. Public Health Faculty/ Agency Forum: Final Report, University of Florida Press, Gainesville, FL, 1993.

Chapters

Novick, L., Bialek, R., and Flake, M., "Guideline Development Project for Public Health Practice," JPHMP's 21 Public Health Case Studies on Policy and Administration, Wolters Kluwer: Philadelphia, PA, 2018.

Bialek, R., Amos, K., Sharp, J., and Nichols, J., "Population Health Competencies: Guiding Non-Clinical Hospital and Health System Workforce Development," Solving Population Health

Problems through Collaboration, CRC Press: Boca Rotan, FL, 2017.

Bialek, R. and Moran, J., "Developing and Implementing a Population Health Driver Diagram," Solving Population Health Problems through Collaboration, CRC Press: Boca Rotan, FL, 2017.

Bialek, R. and Moran, J., "Key Ingredients for Transforming Community Health," Solving Population Health Problems through Collaboration, CRC Press: Boca Rotan, FL, 2017.

Bialek, R. and Bialek, J., "Enabling the Synergistic Practice of Public Health and Medicine through Changes in Public Health Education," Education for More Synergistic Practice of Medicine and Public Health, Mary Hager, ed., Joshiah Macy, Jr., Foundation, New York, 1999.

Chaulk, P. and Bialek, R. "Preventive Medicine Practice and Policy Around the World," Clinical Preventive Medicine, Lang and Matzen, eds., Mosby-Year Book, Inc., St. Louis, 1993.

Sorensen, A., Bialek, R., and Steele, R. "Universal Competencies and Recommendations," Public Health Faculty/Agency Forum: Final Report, Sorensen and Bialek, eds., University of Florida Press, Gainesville, FL, 1993.

Editorials and Commentaries

Chaulk, C. P; Zenilman, J; Bialek, R; Rompalo, A., Commentary, "An Urgent Call for Public Health Firefighters," Journal of Public Health Management and Practice, May/June 2021.

Bialek, R., "From Talk to Action: The Impact of Public Health Department Accreditation on Workforce Development," Journal of Public Health Management and Practice, March 2018.

Erwin, P. and Bialek, R., Commentary, "A Matter of Perspective: Seeing Cuban and United States' Health Systems Through a Cultural Lens." Journal of Public Health Management and Practice, Vol. 21, Issue 5, September/October 2015.

Erwin, P. and Bialek, R., Editorial, "A Matter of Perspective: Seeing Cuban and United States Health Systems Through a Cultural Lens." American Journal of Public Health, Vol. 105, No. 8, August 2015.

Bialek, R., Moran, J., and Kirshy, M., Discussion Paper, "Using a Population Health Driver Diagram to Support Health Care and Public Health Collaboration." Institute of Medicine Roundtable on Population Health Improvement, February 4, 2015.

Bialek, R. "The Public Health Crisis," Op-Ed. The Baltimore Sun, October 28, 1992.

Journal Articles

Amos, K., Levy, N.A., Bialek, R., Arana, M., and Murrman, M. "Developing Complex, Cross-Cutting Skills in the Public Health Workforce: Using a Crosswalk Analysis to Map Public Health Competencies to Strategic Skills for the Governmental Public Health Workforce." *Journal of Public Health Management and Practice*. Forthcoming.

Yeager, V., Wisniewski, J., Amos, K., and Bialek, R. "Why Do People Work in Public Health? Exploring Recruitment and Retention Among Public Health Workers." *Journal of Public Health Management and Practice*. Vol. 22, No. 6, November/December 2016.

Gerding, J., Kirshy, M., Moran, J. Bialek, R., Lamers, L., and Sarisky, J. "A Performance Management Initiative for Local Health Department Vector Control Programs." *Environmental*

Health Insights. July 2016.

Yeager, V., Wisniewski, J., Amos, K., and Bialek, R. "What Matters in Recruiting Public Health Employees: Considerations for Filling Workforce Gaps." *American Journal of Public Health*. Vol. 106, No. 12, December 2015.

Beaudry, M., Bialek, R., and Moran, JW. "Using Quality Improvement Tools and Methods Throughout the Accreditation Lifecycle." *Journal of Public Health Management and Practice*. Vol. 20, No. 1, January/February, 2014.

Riley, WJ., Moran, JW., Corso, LC., Beitsch, LM., Bialek, R., and Cofsky, A. "Defining Quality Improvement in Public Health." *Journal of Public Health Management and Practice*. Vol. 16, No. 1, January-February, 2010.

Bialek, R., Carden, J., and Duffy, G. "Supporting Public Health Departments' Quality Improvement Initiatives: Lessons Learned From the Public Health Foundation." *Journal of Public Health Management and Practice*. Vol. 16, No. 1, January-February, 2010.

Nolan, P., Bialek, R., Kushion, ML., Lenaway, D., Hamm, MS., "Financing and Creating Incentives for a Voluntary National Accreditation System for Public Health." *Journal of Public Health Management and Practice*. Vol. 13, No. 4, July-August, 2007.

Kanarek, N., Stanely, J, and Bialek, R. "Local Public Health Agency Performance and Community Health Status," *Journal of Public Health Management and Practice*. Vol. 12, No. 6, November-December, 2006.

Barry, M. and Bialek, R. "Tracking Our Investments in Public Health: What Have We Learned?" *Journal of Public Health Management and Practice*. Vol. 10, No. 5, September-October, 2004.

Kanarek, N. and Bialek, R. "Community Readiness to Meet Healthy People 2010 Targets," *Journal of Public Health Management and Practice*. Vol. 9, No. 3, May-June, 2003.

Bialek, R. "Building the Science Base for Public Health Practice," *Journal of Public Health Management and Practice*. Vol. 6, No. 5, September, 2000.

Bialek, R. "A Decade of Progress in Academic/Practice Linkages," *Journal of Public Health Management and Practice*. Vol. 6, No. 1, January, 2000.

Bialek, R., "Developing a Public Health Research and Applications Agenda: Tools for the 21st Century," *The Link*. Vol. 13, No. 1, March, 1999.

Bialek, R., "Quality of Public Health Information: Lessons From The Field," *Journal of Urban Health*. Vol. 5, No. 4, December, 1998.

Eilbert, K., Barry, M., Bialek, R., et al. "Public Health Expenditures: Developing Estimates for Improved Policy Making." *Journal of Public Health Management and Practice*. Vol. 3, No. 3, May, 1997.

Bialek, R. and Flake, M. "Guidelines for the Practice of Public Health." *Journal of Public Health Management and Practice*, Vol. 1, No. 3, Summer, 1995.

Bialek, R. "Council Advances with New Objectives and Strategies." *The Link*, Vol. 8, Spring, 1995.

Bialek, R. "Forging Ahead to the Future with Public Health Competencies." *The Link*, Vol. 3,

Spring/Summer, 1993.

Davis, K., Bialek, R., Parkinson, M., Smith, J., and Vellozzi, C. "Reimbursement for Preventive Services: Can We Construct an Equitable System?" *Journal of General Internal Medicine*, Supplement to Volume 4, Number 6, September/October, 1990.

Davis, K., Bialek, R., Parkinson, M., Smith, J., and Vellozzi, C. "Paying for Preventive Care Under Public and Private Health Insurance: Moving the Debate Forward." *American Journal of Preventive Medicine*, Supplement to Vol. 6, Number 4, 1990.

Dobson, A. and Bialek, R. "The Shaping of Public Policy From the Perspective of a Data Builder: The Hospital Experience." *Health Care Financing Review*. U.S. Department of Health and Human Services, Office of Research and Demonstrations, Summer, 1985.

RECENT PRESENTATIONS AND WORKSHOPS

Workforce Development Funding Opportunities, TRAIN Affiliate Consortium, September 29, 2021, Virtual Presentation.

Collaborating Across Counties and Sectors to Improve Community Health: The Maryland Rural Health Collaborative Experience, American Public Health Association Annual Meeting, October 26, 2021, Virtual Presentation.

Collaborating Across Counties and Sectors to Improve Community Health: The Maryland Rural Health Collaborative Experience, National Association of County and City Health Officials 360 Conference, June 29, 2021, Virtual Presentation.

Modernizing Public Health After the Pandemic, 2021 State of Reform Federal Health Policy Conference, April 7, 2021, Virtual Presentation.

Assessing the State of American Public Health in the Age of COVID-19, The Nurse Keith Show, March 5, 2021, Podcast.

The Public Health Foundation: Keeping the Public Healthy, Rotary International, Central Maryland Chapter, November 13, 2020, Virtual Presentation.

Social Issues in Management of COVID-19, COVID-19 FRONTLINE: Evolving Strategies in the Management and Prevention of COVID-19 Topic, Med Learning Group, August 17, 2021, Podcast.

Performance Management and the Oversight Role of Boards of Health, National Association of Local Boards of Health Annual Conference, July 16, 2020, Virtual Presentation.

Workforce Development Standards and Measures: What Have We Been Learning?, Public Health Accreditation Board, Public Health Workforce Expert Panel, November 21, 2019, Alexandria, VA.

Building a Skilled Population Health Workforce: Aligning Public Health and Healthcare Workforce Development, National Association of County and City Health Officials Annual Conference, July 10, 2019, Orlando, FL.

Maryland TRAIN : A Valuable Resource for Local Public Health, Maryland Health Officers Roundtable, June 12, 2019, Baltimore, MD.

Developing a Successful Workforce Development Plan, 90th Georgia Public Health Association

Meeting and Conference, May 8, 2019, Atlanta, GA.

Cross-Sector Workforce - Dialogue about the Workforce for Population Health Improvement: A Workshop, National Academies of Sciences, Engineering, and Medicine, Roundtable on Population Health Improvement, March 21, 2019, Washington, DC.

Making Your Strategic Plan an Action and Results Driven Process, 9th Annual National Tribal Public Health Summit, Pre-Summit Institute, May 22, 2018, Prior Lake, MN.

Designing Multisector Approaches to Addressing the Opioid Epidemic, Association of State and Territorial Health Officials Winter Leadership Summit, December 7, 2017, San Diego, CA.
Competencies for Performance Improvement Professionals in Public Health, American Public Health Association Annual Meeting, November 6, 2017, Atlanta, GA.

Community Chief Health Strategist: Transforming the Way You Approach Health in Your Community, National Association of County and City Health Officials Annual Conference, July 12, 2017, Pittsburgh, PA.

A Framework for Healthcare and Public Health Collaboration to Combat the Opioid Crises Using a Population Health Driver Diagram, National Association of County and City Health Officials Annual Conference, July 12, 2017, Pittsburgh, PA.

How Two Health Systems and Local Health Departments Are Collaborating on Community Health Priorities Identified in their Community Health Assessments, National Association of County and City Health Officials Annual Conference, July 11, 2017, Pittsburgh, PA.

Priority Population Health Competencies: Bridging Clinical Medicine and Population Health, National Association of County and City Health Officials Annual Conference, July 11, 2017, Pittsburgh, PA.

Collaborative Performance Management, 2017 National Tribal Public Health Summit, June 7, 2017, Anchorage, AK.

Leading and Managing Change During Uncertain Times, 2017 Practical Playbook National Meeting, June 1, 2017, Washington, DC.

Supporting Public Health Department Accreditation, Public Health Accreditation Board, March 30, 2017, Arlington, VA.

Addressing the Future Needs of the Public Health Workforce, American Public Health Association Annual Meeting, November 1, 2016, Denver, CO.

How Does a Local Health Department Motivate Individuals in Their Community to Make Personal Health a Priority, National Association of County and City Health Officials Annual Conference, July 20, 2016, Phoenix, Arizona.

A Framework for Healthcare and Public Health Collaboration: The Population Health Driver Diagram, Practical Playbook National Meeting, May 23, 2016, Baltimore, MD.

Using a Population Health Driver Diagram to Address Tribal Population Health Issues, National Indian Health Board 2016 National Tribal Public Health Summit, April 13, 2016, Atlanta, GA.

Building the Public Health Workforce: Tips and Tools, 2015 Public Health Accreditation Readiness Conference: Moving Forward Together, California Department of Public Health,

August 27, 2015, Sacramento, CA.

Community Transformation Imperative: The Chief Health Strategist, National Association of County and City Health Officials Annual Conference, July 7, 2015, Kansas City, MO.

Developing and Implementing a Successful Workforce Development Plan, National Association of County and City Health Officials Annual Conference, July 7, 2015, Kansas City, MO.

Public Health and Healthcare Collaboration, Center for Health Equity and Wellness Advisory Board, Adventist Healthcare, May 5, 2015, Gaithersburg, MD.

Public Health and Healthcare Collaboration, 2015 Governance Forum, May 1, 2015, Roanoke, WV.

Quality Improvement Institute, National Indian Health Board 2015 National Tribal Public Health Summit, April 7, 2015, Palm Springs, CA.

Aligning Public Health and Health Care: Core Competencies for Population Health Professionals, Association for Community Health Improvement 2015 Conference, March 6, 2015, Dallas, TX.

Conversation Between the Association for Community Health Improvement (ACHI) and Public Health Foundation, ACHI Advisory Council Meeting, March 3, 2015, Dallas, TX.

Public Health Quality Improvement in the United States: Practices, Tools, and Benefits, Escuela Nacional de Salud Pública, February, 19, 2015, Havana, Cuba.