



2023 Florida Civic Advance Summit "Civic Health for the Whole Community: From Data to Community Action and Results"

October 26-27, 2023, Center for Health Equity, St. Petersburg, Florida



FLORIDA CIVIC ADVANCE 2023 SUMMIT PROGRAM AT A GLANCE

Civic Health for the Whole Community: From Data to Community Action and Results

October 26, 2023, 1:30 pm- 8:30 pm, October 27, 2023, 8:30 am-3:00 pm

DAY ONE, THURSDAY, OCTOBER 26, 2023

| 12:30 pm- | Registration, sign in, snack and afternoon refreshments | | | |
|-----------|--|--|--|--|
| 1:00 pm | Opening, Welcome Remarks and Overview of Summit Objectives and Introduction of Summit | | | |
| | Sponsors, Introduction of World Café Host Team | | | |
| 1:15 | Understanding Civic Health - How to Measure It, Why It Matters, and How It Can Transform | | | |
| | Democracy – Quixada Moore-Vissing, PhD | | | |
| 2:15 | Equity in Measurements of Civic Health and Infrastructure, Joseph K. Hoereth, PhD, | | | |
| 3:00 | Coffee Break- Sponsored by the Allegany Franciscan Ministries | | | |
| 3:15 | Case Study- Miami Dade County Thrive 305 Initiative and Civic Health, Patrick Morris, Senior & Jim | | | |
| | Murley | | | |
| 3:45 | Introduction to World Café- Host Team: Ashley Cooper & Danae Aicher | | | |
| 5:20 | Stretch Break | | | |
| 5:30 | Keynote- The Working Cities Challenge and Civic Health, Richard C. Walker III | | | |
| 6:15 | Reception- Sponsored by The Central Florida Foundation | | | |
| 7:00 | Dinner at the Center- Sponsored by Local Voices United | | | |
| 7:30 | Dinner Keynote: Public Engagement on Race and Equity, Matt Leighninger | | | |
| 8:45 pm | Recess | | | |

DAY TWO, FRIDAY, OCTOBER 27, 2023

| 8:00 am 8:30 8:35 | Registration, sign in, and continental breakfast. Welcome, Overview of the Agenda Public Health, Civic Health, and Equity: What are the Connections? Dawn Hunter, |
|-------------------------|---|
| 9:15 | Case Study- 2019 St. Petersburg Civic Health Study- Tim Dutton, Linsey Grove, & Veatrice Farrell, |
| 10:05 | Case Study- Gulfport on the Edge: Community Conversations bring Neighbors Together, Ingrid Bredenberg, Bredenberg Associates |
| 10:45 | Coffee Break- Sponsored by the Allegany Franciscan Ministries |
| 11:00 | World Café- Round Table Conversations- Civic Health and My Home Community - Possibilities for Action |
| 12:00 | Sharing Discoveries, Insights and Actions- Plenary |
| 12:30 | Lunch Keynote: Expanding Civic Health in Florida- Thoughts on the Media, Communication and Community- Cameron Hickey |
| 1:45 | Town Hall- Civic Health and the Whole Community- Civic Health and My Home Community- What We're Learning & Next Steps- World Café Hosts. |
| 2:30 | Next Steps, Closing Thoughts, Thanks, and Summit Evaluations. FCA Civic Health Index Initiative Launch Announcement Summit Evaluation |
| 3:00 pm | Adjourn and Safe Travels |



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Civic Health for the Whole Community: From Data to Community Action and Results

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2333 34th St S, St. Petersburg, FL 33711

The 2023 FCA Summit will bring together people and organizations from across the state and locally in a World Café dialogue on civic health that will be informed by case studies, civic thought leader presentations and each other. Summit participants will identify practical strategies for engaging the whole community in both measuring civic health and implementing actions to advance community wellbeing.

Civic health relates to the overall wellbeing of residents, neighborhoods, and communities, using their voice to find equitable solutions to key issues where they live and work. Communities with strong indicators of civic health have higher employment rates, stronger schools, better physical health, and more responsive governments, and their residents live longer, healthier lives. The Civic Health Index's data-driven measures can help target and inform actions that can facilitate positive change for the whole community.

DAY ONE, THURSDAY, OCTOBER 26, 2023

| 12:00 pm- | Registration, sign in, snack and afternoon refreshments | | | |
|-----------|---|--|--|--|
| 1:00 pm | Opening, Welcome Remarks and Overview of Summit Objectives and Introduction of Summit Sponsors- Ashley Dietz, CEO, Florida Philanthropic Network, FCA Board Member, Jim Murley, Chief Resiliency Officer, Miami Dade County, FCA Board President & Dr. Kanika Tomalin, President and CEO, Foundation for a Healthy St. Petersburg | | | |
| 1:20 | Understanding Civic Health - How to Measure It, Why It Matters, and How It Can Transform Democracy — Quixada Moore-Vissing, PhD - President of Public Engagement Partners, Faculty Fellow, Carsey School of Public Policy at the University of New Hampshire | | | |
| 2:15 | Equity in Measurements of Civic Health and Infrastructure, Joseph K. Hoereth, PhD, Director, Institute for Policy and Civic Engagement, University of Illinois, Chicago | | | |
| 3:00 | Coffee Break- Sponsored by the Allegany Franciscan Ministries | | | |
| 3:15 | Case Study- Miami Dade County Thrive 305 Initiative and Civic Health, Patrick Morris, Senior Manager Civic & Philanthropic Partnerships & Jim Murley, Chief Resiliency Officer, Miami Dade County | | | |
| 3:45 | Introduction to World Café- Host Team: Ashley Cooper & Danae Aicher Confirmed Conversations that Matter- Initial Round- Civic Health and My Home Community - Opportunities and Challenges | | | |
| 5:20 | Stretch Break | | | |
| 5:30 | Keynote- The Working Cities Challenge and Civic Health, Richard C. Walker III, Former Senior VP Federal Reserve Bank, Boston, Harvard Advance Leadership Institute Fellow, Introduced by Emery Ivery, FCA Board member | | | |
| 6:15 | Reception- Sponsored by The Central Florida Foundation | | | |
| 7:00 | Dinner at the Center- Sponsored by Local Voices United | | | |
| 7:30 | Dinner Keynote: What Have We Learned from Public Engagement on Race and Equity, Matt Leighninger, Director, Center for Democracy Innovation, National Civic League | | | |
| 8:45 pm | Recess | | | |

DAY TWO, FRIDAY, OCTOBER 27, 2023

| 8:00 am | Registration, sign in, and continental breakfast. |
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| 8:30 | Welcome, Overview of the Day Two Agenda |
| 8:35 | Public Health, Civic Health, and Equity: What are the Connections? Dawn Hunter, Director of Health Equity, Network for Public Health Law |
| 9:15 | Case Study- 2019 St. Petersburg Civic Health Study- Tim Dutton, Florida Civic Advance Board, Linsey Grove, St Petersburg League of Women Voters, Veatrice Farrell, Community Foundation of Tampa Bay, Director of the Digital Inclusion Project |
| 10:05 | Case Study- Gulfport on the Edge: Community Conversations bring Neighbors Together- Ingrid Bretenberg, Bretenberg Associates, Gulfport |
| 10:45 | Coffee Break- Sponsored by the Allegany Franciscan Ministries |
| 11:00 | World Café- Round Table Conversations- Civic Health and My Home Community - Possibilities for Action |
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| 12:15 | Lunch Keynote: Expanding Civic Health in Florida- Thoughts on the Media, Communication and Community- Cameron Hickey, CEO National Conference on Citizenship, Introduced by Dennis Ross, FCA Board Member |
| 1:45 | Town Hall- Civic Health and the Whole Community- Civic Health and My Home Community- What We're Learning & Next Steps- World Café Hosts. |
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FLORIDA CIVIC ADVANCE 2023 SUMMIT SPONSORS



CENTRAL FLORIDA FOUNDATION













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DEFINITIONS YOU CAN USE

CIVIC ADVANCE: Civic advance is multi-sector collaboration that seeks to accelerate civic improvement and harness civic engagement allowing the whole community to prosper.

CIVIC HEALTH: A person's physical and mental condition, or the existence or absence of illness is how we define health. We apply a similar lens of health to examine the civic health of communities. We define civic health as the ways residents of a community engage together in activities that strengthen the wellbeing of the community and build trust.

CIVIC INFRASTRUCTURE: Built infrastructure are the physical structures and systems that allow a community to function. Civic infrastructure is the culture and systems that allow people to connect, work together, get information, solve problems, and create a thriving community. It involves public, private and nonprofit sectors and includes parks, libraries, city halls and county commissions, and other public spaces.

CIVIC ENGAGEMENT: Civic engagement means working to make a difference in the civic life of our communities and developing the combination of knowledge, skills, values, and motivation to make that difference. It means promoting the qualityof life in a community, through both political and non-political processes. "Civic engagement and volunteering is the new hybrid health club for the 21st century—it's free to join and can miraculously improve both your health and the community's..." — *Harvard Kennedy School, Saguaro Institute*

CIVIC RENEWAL: "Efforts to increase the prevalence, equity, quality, and impact of civic engagement. Attending a public meeting is civic engagement, but making such meetings work better for the whole community is civic renewal."- Peter Levine, Tufts University

CIVIC LIFE: "represents a community's capacity to work together to resolve collective problems. It is defined by the degree to which people trust each other, help their neighbors, and interact with their government." — Corporation for National and Community Service

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Speakers Brief Bios



Ashley Dietz has served as president and CEO of FPN since September 2020 and overall has 15 years of experience in Philanthropy. She previously served as Senior Director, Community Partnerships and Operations for United Way Suncoast. Ashley currently serves on the Board of Directors for the Florida Chamber Foundation, Florida Civic Advance, and the Public Policy Committee with the Tampa Bay Chamber. She previously worked at the City of Sydney Council in Sydney, Australia for five years, managing complex processes at the local government level.



Ashley Cooper is an independent facilitator, educator, community organizer, coach, and consultant with over 20 years experience working in participatory ways with government agencies, nonprofits, businesses, grassroots initiatives, schools, foundations, and individual leaders. Ashley's World Café approach is relationship-oriented, systemic in scope, and centers equity. Ashley has a deep understanding of group dynamics, human development, embodied learning, collaboration, racial equity, and has been facilitating using process like the World Cafe for almost 20 years.



Danae Aicher is an experienced Equity and Inclusion consultant and World Café facilitator. Danae's career trajectory has taken her from a political journalist to communication and messaging strategist to social/racial justice educator. A former mass communications professional with a degree in History and more than 20 years of experience in news, politics and public relations. Her clientele has grown to include community groups, churches, a variety of non-profit agencies across the country, as well as for-profit companies seeking to be more culturally competent and responsive.



Quixada Moore-Vissing, PhD, is founder and President of Public Engagement Partners and a Carsey Fellow with New Hampshire Listens, University of New Hampshire. She served as lead on the New Hampshire Civic Index, 2011 & 2020. She is a civic engagement designer and researcher who works with a range of national organizations including Everyday Democracy, Public Agenda, the Deliberative Democracy Consortium, and the MacArthur Foundation. She studies democracy at the local level, including how to bridge difference and strengthen our communities.



Joseph K. Hoereth, PhD, has served as Director, Institute for Policy and Civic Engagement (IPCE), University of Illinois, Chicago, since 2009. He served as Associate Director of the Great Cities Institute and worked as a private consultant. He has authored multiple reports and papers on housing, community economic development, urban planning and civic engagement including, "Building a Quantitative Model for Civic Infrastructure" for the National Civic League Journal. He holds a B.A. in economics from UC Berkeley and a PhD in urban planning from Rutgers University



Pat Morris serves as the Director of Civic and Philanthropic Partnerships for Miami- Dade County under Mayor Daniella Levine Cava. Previously, Pat was the Community Affairs Officer in South Florida for Wells Fargo responsible for the management and implementation of corporate social responsibility projects and funding programs for South Florida. He was the founder and CEO of Hands On Miami, promoting community service. He also served on as Commission chair for the Governor's Commission on Community and Volunteer Service as is a member of Leadership Florida and Leadership Miami



Jim Murley serves has Chief Resilience Officer for Miami-Dade County which is a participant in the Rockefeller 100 Resilient Cities Program. He is President of the Florida Civic Advance Board. He has spent over four decades working on public policy and civic issues important to Florida. He founded 1000 Friends of Florida as a civic advocacy membership organization, has served as Secretary of the Department of Community Affairs, Chair of the Florida Energy and Climate Commission and Executive Director of the South Florida Regional Planning Council. He served as Director of the Joint Center at Florida Atlantic University, where he oversaw research on urban and environmental issues.



Richard Walker III, Former Senior Vice President, Federal Reserve Bank, Boston, Harvard Advance Leadership Institute Fellow, and Lead on, "Working Cities Challenge" a grant competition designed to advance collaborative leadership in smaller, postindustrial New England cities to transform the lives of their low-income residents. He has a B.A degree from Villanova and completed the Greater Boston executive program at MIT Sloan School of Management. He previously served as Associate Director, Lincoln Filene Center for Citizenship and Public Affairs at Tufts University. He worked as the regional director for the Massachusetts Housing Partnership and the Greater Roxbury Development Corporation.



Emery Ivery retired as Tampa Bay Area President and Chief Impact Officer at United Way Suncoast in 2022 after 16 years with Suncoast United Way. He serves on the Florida Civic Advance Board. His nearly 30 years of experience working at United Way included senior-level management positions in Tacoma, Washington, Orlando, Florida, and his hometown of Cleveland, Ohio. Emery started his career as a psychiatric social worker in Cleveland. Emery holds a MSSA from Case Western Reserve University and a BA from Cleveland State University.



Matt Leighninger, Director, Center for Democracy Innovation, National Civic League, and a leader in the field of democracy and civic engagement. He authored <u>The Next Form of Democracy</u> and co-authored <u>Public Participation for 21st Century Democracy</u>

He has served as former Head of Democracy Innovation at the <u>National Conference on Citizenship</u>, Vice President with Public Agenda and Executive Director, Deliberative Democracy Consortium.



C. Scott Dudley, Director of Field Advocacy and former Legislative Director for the Florida League of Cities (FLC). Dudley leads FLC's grassroots network to increase member engagement and build citizen support for local decision-making. He directs Local Voices United, a grassroots network dedicated to supporting local self-government.



Dawn Hunter, JD, MPH, CPH, Director of Health Equity, Network for Public Health Law, where she provides nonpartisan legal assistance and resources, collaborating with a broad set of partners, to expand and advance legal and policy solutions to advance public health. She is the lead author on the Health and Democracy Index. She was formerly Chief Innovation Officer, Foundation for a Health St Petersburg. She served as Director, Office of Policy and Accountability, in the New Mexico Department of Health. She has a dual JD/MPH from the <u>USF College of Public Health</u> (COPH) and Stetson University College of Law.



Linsey Grove, PhD., is public health practitioner working as a consultant for various public health agencies, social change organizations, non-profits, and businesses. She served as the president of the League of Women Voters of the St. Petersburg Area from 2019 to 2022 and helped conduct the St Petersburg Civic Health Study.



Ingrid Bredenberg, M.A.is a strategic coach and group facilitator. She works with leaders and teams in government, business, healthcare, and other mission-driven institutions, helping them take their organizations to the next level. A resident of Gulfport in the late '70s and again since 2015, she initiated and coordinated *Gulfport on the Edge* efforts, trained the Hosts and Production Team and liaised with City officials.

Cameron Hickey, CEO, National Conference on Citizenship. Prior to joining NCoC, Hickey helped lead the Shorenstein Center's Information Disorder Lab at the Harvard Kennedy School to monitor disinformation in the 2018 midterm elections. Cameron is a documentarian and an Emmy-Award winner with work appearing on PBS NewsHour, Nova, Bill Moyers, and The New York Times.



Hon. Dennis Ross serves as the director of the American Center for Political Leadership (ACPL) at Southeastern University, a bipartisan center, which houses key research activities, academic programs, courses, workshops, and resources. Dennis is a member of the Florida Civic Advance Board and a distinguished professor of political science. Dennis served two decades in the Florida House and U.S. House of Representatives. He received his A.B from Auburn University and his law degree from the Cumberland School of Law at Samford University.





Why Civic Advance Matters

Why civic advance matters for residents and neighborhood?

After hurricane lan, thousands of people from around the region, state and country reached out to help restore damaged communities. This act of positively impacting others for the common good is but one example of civic advance at the neighborhood and personal scale. When neighbors reach out to help each other, or volunteer their times, skills, and enthusiasm, there is a recognition that there is a larger community context, beyond the individual or family. When there is civic engagement, residents generate solutions and positive outcomes by themselves and increases community wellbeing. This commitment to civic engagement shows the power of regular, meaningful interaction with friends, neighbors, and other social groups and this is reflected in higher employment rates, stronger schools, better physical health, more responsive government connections. The Florida Civic Advance supports individual and neighborhood civic efforts that includes participation through voting and voter registration, as well as volunteering, participating in community service projects, and advocating for policy to solve problems that enhance the civic health of communities.

Why does civic advance matter for Florida's nonprofits?

Florida's nonprofit organizations provide a way for people to work together in communities for the common good, transforming shared beliefs and hopes into civic action. Florida's nonprofits number over 95,000, generate nearly \$105 billion in annual revenues, and enhance the civic health of our communities. Every person in Florida benefits from the civic work of nonprofits in one way or another. Nonprofits feed, heal, shelter, educate, inspire, enlighten, and nurture people of every age, gender, race, and socioeconomic status. Florida nonprofits play a fundamental role in civic advance and civic health by creating more equitable and thriving communities. Since 2007 the number of nonprofits has more than doubled in Florida, and the number of nonprofit employees has increased by two-thirds making up about 6.5 percent of the workforce, the largest sector after construction and manufacturing. Today the top states have about 7 nonprofits for every 1,000 residents. Florida has 4.5 nonprofits for every 1,000 residents, which is 47th in the nation. The Florida Civic Advance is committed to increasing the quality, quantity, and capacity of Florida's nonprofits to enhance and advance the civic health of our communities.

Why Civic Advance Matters to Schools, Colleges, and Universities

American constitutional democracy has always depended on citizens who understand its premise and promise, who seek out diverse perspectives and ideas, respect each other's differences, and believe in the common good. As one of the few social institutions present in virtually every community across Florida, schools, colleges and universities can and should play an important role in catalyzing increased civic engagement by helping young people develop and practice the knowledge, beliefs, and behaviors needed to participate in civic life across the community. Civic scholarship conducted by higher education centers along with students have provided practical knowledge about strategies to enhance civic life. Florida Civic Advance supports the role played by schools, colleges, and universities in working with the next generation to enhance civic life in Florida's communities.

Why does civic advance matter for Florida businesses and entrepreneurs?

The Florida Chamber of Commerce lists civic engagement amongst the six pillars it deems instrumental in upholding our state's economic growth for years to come. Civic engagement and socially responsible corporate practices are moving to the mainstream for businesses across the country and in Florida. Naturally, businesses have a symbiotic relationship with the communities they serve. They can mobilize people and organizations, giving their time, talent, and resources to meet critical community needs for the common good. Corporate culture and corporate value statements can foster volunteerism and community engagement among their employees. Whether by participating in or sponsoring community programs, companies that encourage community involvement can stand out from their corporate peers. Community involvement is an excellent way for any business to build relationships and increase brand awareness and visibility. The Florida Civic Advance supports the essential role businesses play in the civic life in Florida's communities.

Why Civic Advance Matters to Local Government?

Inclusive citizen engagement in local government enables all aspects of a community to work together to effectively address public needs so all community members can benefit. Civic participation is essential because it allows citizens to influence policy, local values, and local government priorities. This, in turn, leads to a higher level of trust, stronger, more resilient communities, and creates agency among residents who are often overlooked and underheard. Florida's local governments rely upon active community volunteers for their boards and committees as well for those who stand for election to councils and commissions. Whether native or not, many Floridians don't know how, or where to effectively engage for the betterment of their neighborhood, community, region, or state. The Florida Civic Advance (FCA) seeks to be a resource for instilling stronger civic participation among all Floridians so that the state benefits from thriving, vital cities, towns, villages, counties, school districts, and more. Together with its partners, FCA hopes to unite Floridians to advance civic health in all our communities.

Why does civic advance matter for Florida's philanthropy organizations?

This is an urgent time for Florida's communities to strengthen civic participation. Philanthropy is often defined as the giving of time, talent, and treasure for the common good. Civic engagement encompasses a broad range of activities from donating to charity to running for political office, and includes the work of long-standing membership nonprofits, faith-based efforts, as well as new, technology-supported initiatives. The Florida Philanthropic Network members play a positive role in maximizing individual and collective impact in creating vibrant civic spaces and civic engagement for solving the most critical problems in our communities and supporting under-addressed and/or under-resourced areas.

FLORIDA CIVIC ADVANCE 2023 WEBINAR SERIES

November 16, 12:00-1:00 pm, Engaging Youth in Civic Health-Stetson Law Youth Civic Engagement Program

December 14, 3:00-4:00 pm, Seeking Common Ground on Civic Education, Danielle Allen, Harvard University, Dennis Ross, Southeastern University





FLORIDA CIVIC ADVANCE – STRATEGIC FRAMEWORK: 2023 – 2025

MISSION. Advance and improve the civic health in Florida communities by promoting civic activities including volunteering, helping neighbors and neighborhoods, supporting charitable organizations, intergroup communication, building consensus, leadership development, and multi-sector collaboration.

VISION. To be the premier Florida resource for civic health and a national leader in civic innovation that inspires communities and individuals to champion and achieve civic health.

CIVIC ADVANCE. The goals of civic advance are to help Florida communities to be just, equitable, resilient, and supportive of human fulfillment. In other words, communities. To achieve these goals, communities need to define their common good, and develop the capacity to achieve it through shared experience, education, and leadership.

ABOUT CIVIC ADVANCE: The title Florida Civic Advance (FCA) represents the goal of expanding and improving a range of civic practices such as voting and volunteering to helping neighbors and building consensus in Florida communities. Many states with longer traditions of support for these practices refer to this goal as "civic renewal." In the Sunshine state we refer to the goals as "civic advance" because Florida has grown so rapidly and lacks strong traditions of support. Nonetheless, the FCA seeks to help Florida improve its civic performance among the states and to become a national leader in promoting civic innovation

FCA VALUES. The core values that guide our work as a network are collaboration, deliberation, equity, justice, fairness, transparency, and accountability in advancing civic health.

FCA THEORY OF CIVIC CHANGE. Civic advance is about embracing the whole community made up of diverse people, practices, conditions, and values to equitably seek the common good. The Florida Civic Advance seeks to strengthen community wellbeing and the democratic capacity of Florida communities.

FCA MEMBERSHIP. Members at all levels, encouraged to participate in the FCA through engagement in summits and virtual meetings and potential FCA programming committees, engagement with civic practice area workgroups, advisory councils, and service on the FCA board Committee on Diversity and Inclusion.



FLORIDA CIVIC ADVANCE

Strategic Framework: 2023-2025

MISSION

To advance the civic health in Florida communities

To be the premier Florida resource for civic advance and innovations that inspires people to champion and improve civic health in their communities

OUR VALUES

STRATEGIC PRIORITIES



Part Carry

Across sectors to take civic actions



DIALOGUE & DELIBERATION

in the respectful exchange of deas amidst differences to promote civic health



EQUITY, JUSTICE, & FAIRNESS

measuring civic health at the

quidance for assessing and

Through inclusion of the whole community in civic life and decision making



TRANSPARENCY

projects that provide knowledge

practices and applied research

Promote and highlight civic

community level

and expertise to FCA members.

communities, key stake

holders and residents

mprove civic health in communities Sharing civic data to promote active engagement that can



ACCOUNTABILITY

of actions taken to improve divic health information to learn from the results Through evidence based ovic

CONVENE & SHOWCASE CIVIC EXCELLENCE

learning agenda through webinars and meetings Conduct an annual civic

present civic health data reports

in partnership with national,

state and education

organizations

COMMUNITY MEASUREMENT ead an effort to develop and

SUPPORT CIVIC HEALTH &

annual statewide summit on Convene and conduct an civic advance

Explore how best to provide

meaningful civic data as

provide meaningful programs Partner with national, state, and local organizations to and civic tools

DEEPEN ENGAGEMENT WITH **AEMBERS & ADVISORS**

- develop protocols and guidance Build on membership interest member "affinity groups" and in civic practice areas as FCA or these groups
- tools to address community Provide members with civic health methodologies and nclusion and equity
- Form a FCA Council of Advisors

ELEVATE FCA REPUTATION

- encouragement for civic advance Become a trusted educational Implement a plan to grow the resource that provides information, tools, and
 - FCA financially to hire staff and consultants
 - partnerships to maximize resources and leverage Effectively steward FCA inancial capacity
- PR strategy for the importance Develop a communication and health in Florida communities and value of advancing civic

CROSS CUTTING STRATEGIES

CONVENING

PARTNERING

BUILDING RELATIONSHIPS

ADVOCATING CIVIC HEALTH

