

HEALTH BY DESIGN STRATEGIC PLAN

2018-2020





Health by Design's 2018-2020 Strategic Plan was approved and adopted by the board of directors on March 28, 2018.

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BACKGROUND

HISTORY AND CONTEXT

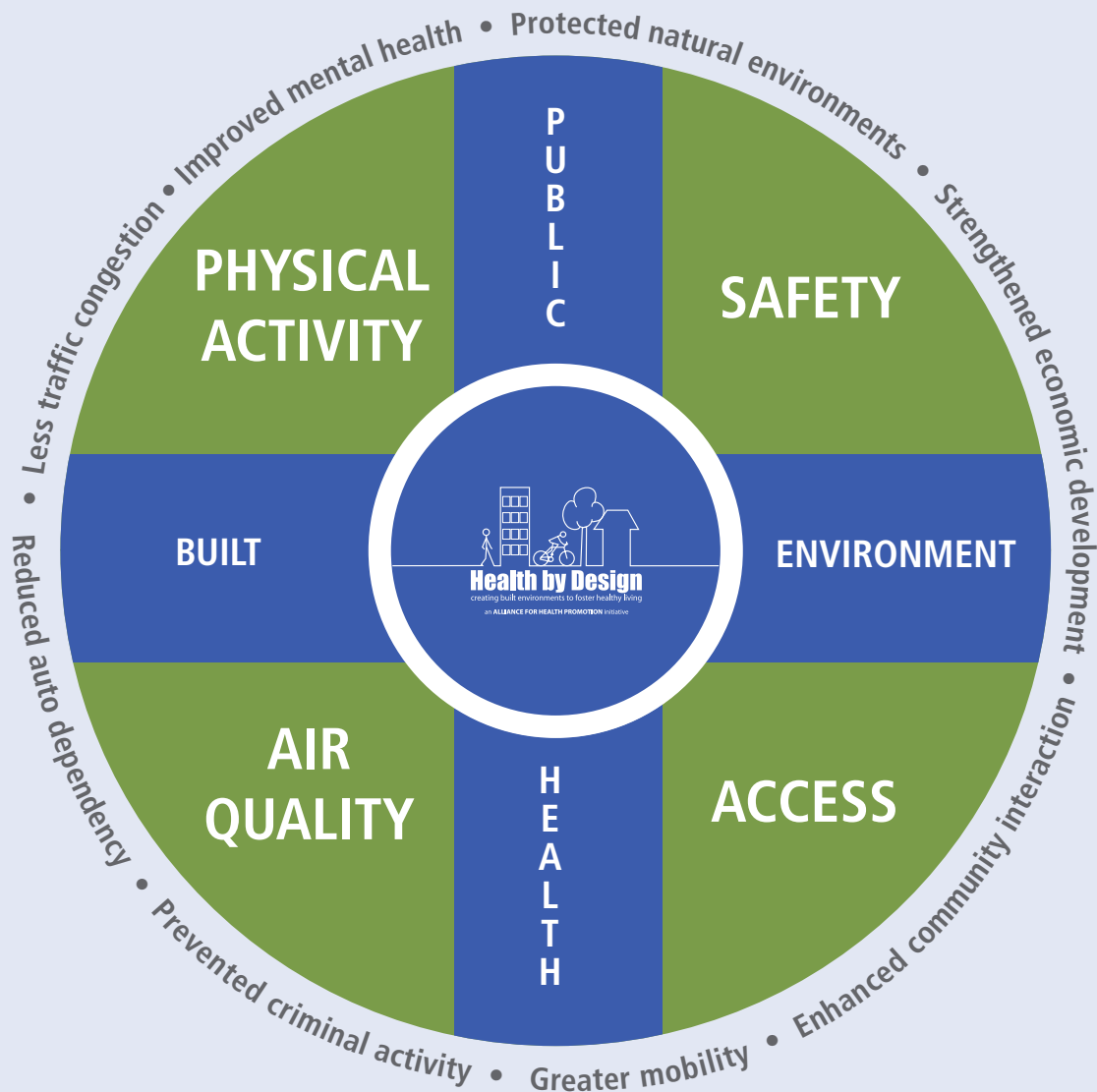
Health by Design formed in 2006 to work at the intersection of the built environment and public health in Indianapolis and communities throughout the state. With an initial investment from the Marion County Public Health Department, the Alliance for Health Promotion (an established public health organization) convened community partners and led a coalition-development process with the long-term aim of creating built environments that foster healthy living. That foundation guided the organization's progress for the next decade.

Over that time, Health by Design grew to represent more than 300 organizations and 3,000 individuals across the state and beyond. Together we have achieved countless planning, policy and project successes that help to ensure safe, accessible and connected transportation networks for all Hoosiers, regardless of age, ability or income. The staff team has grown significantly, and that original, sustained funding source has been leveraged to secure a dozen others. Health by Design is now established as a national leader in this field and is advancing the dialogue in Indiana around social determinants

of health and a "health in all policies" approach within public agencies.

For the past few years, Health by Design has focused more inwardly to ensure we have a governance structure and administrative systems that support our continued growth and long-term sustainability. With that, the time was ripe to undertake a substantial, consultant-led strategic planning process, relying on the input, experiences and priorities of our partners and resulting in a singular plan to guide the actions of staff, board members and partners well into our second decade.

Deoxyribonucleic acid (DNA) offers an analogy for an organization like Health by Design. DNA's double helix – two interconnected strands, winding around each other like a twisted ladder – represents both the "what" and the "how" of our effort. The "what" is our day-to-day work; the "how" consists of the organizational context in which that work happens. Both strands are required for us to function in a highly effective way. This strategic plan ensures that Health by Design's foundational structure – our DNA – will carry forth the code that guides our growth, advancement and sustained excellence in the years ahead.



This graphic illustrates that the built environment, consisting of transportation systems and land use patterns, has both direct and indirect impacts on public health. Direct impacts include: opportunities for and barriers to physical activity; traffic safety, particularly for vulnerable roadway users, such as those walking or biking; air quality and other environmental impacts; and access to medical care, healthy foods, jobs and education, community supports and emergency response. Other elements of health and quality of life which result from that intersection are represented by the topics listed in the outer circle. By addressing the built environment, Health by Design strives to impact individual, population and community health.

THE PLANNING PROCESS

The development of this strategic plan was led by a consultant team and relied heavily on a Planning Advisory Committee (PAC), a subset of Health by Design board members, staff and partners. PAC members are invested in the health of Indiana and the future of Health by Design and well-positioned to inform the plan's development. The PAC contributed input via email and phone,

participated in two day-long planning retreats and attended other action-planning meetings. PAC members will continue to serve as champions for the strategic plan in future discussions with board members, funders, partners and other key stakeholders. In addition, three full coalition meetings offered all partners an opportunity to hear updates on the strategic planning process and provide feedback.

The information-gathering phase of the process included:

- A review of Health by Design's organizational and historical documents;
- A scan of peer organizations' strategic plans;
- Input from staff and partners, including a web-based survey and key-informant interviews; and
- A SWOT (strengths, weaknesses, opportunities and threats) analysis.

The needs assessment revealed that coalition partners have high regard for Health by Design's initiatives and the impact of its work. They look to staff as a primary resource for education, training, current events and policy related to active transportation and the built environment. Partners also identified areas of opportunity, including defining a shared vision of the coalition and establishing clear expectations of organizational governance and partner involvement.

The second stage of the planning process consisted of:

- Synthesizing findings;
- Identifying themes and opportunities;
- Developing our theory of change;
- Establishing a renewed vision, mission and goals;
- Setting strategic direction; and
- Developing the evaluation framework.

Finally, we drafted the plan and shared it with the PAC and partners for final review and input.

Culminating from the process, Health by Design's 2018-2020 Strategic Plan articulates:

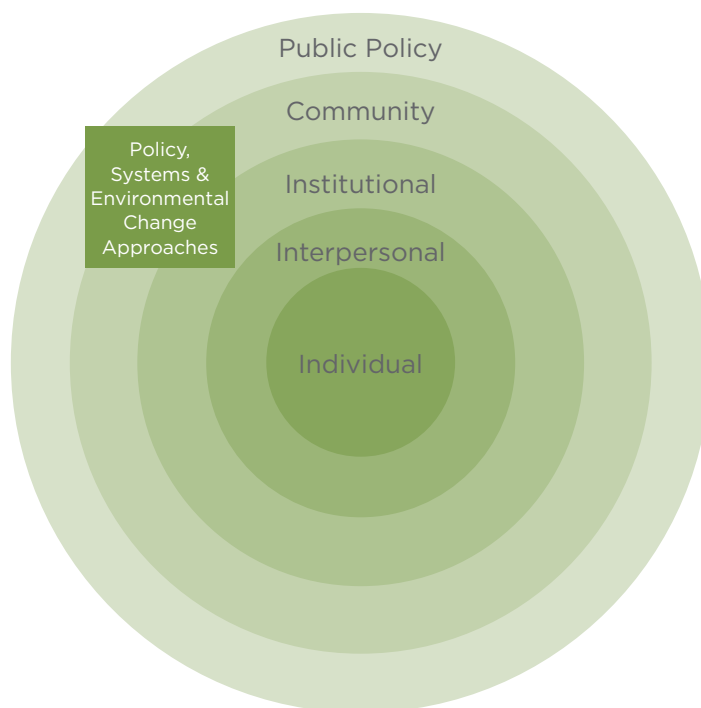
- An updated Mission and Vision;
- Guiding Principles directing our efforts toward collaborative, evidence-based solutions that are aligned with communities' unique contexts and assets;
- Our strategic direction, including the Goals, Strategies and Tactics that will focus our efforts over the next three years and be monitored and adjusted, as needed;
- Evaluation indicators to gauge impact and success; and
- An organizational model to guide implementation.

Annual action plans will be developed to guide the specific activities and tasks that support the strategies and tactics and ultimately achieve the goals. Initial development of action plans began with input from the PAC and will be finalized by committees and action teams. Full implementation

of this strategic plan began immediately following board adoption.

THEORY OF CHANGE

The work of Health by Design is grounded in the Social Ecological Model (SEM), a theory-based framework used to understand public health and health behavior. The model recognizes that many factors, at multiple levels, interact to influence health outcomes. Those factors are shaped by public policy; systems of power and oppression; community, institutional and neighborhood assets or barriers; friendships and familial relationships; and individual characteristics. The model explains an increasingly understood reality: that our zip code is more important than our genetic code in determining how well and how long we live.



The choices people make are driven by the choices they have. If Health by Design seeks to increase the number of people walking, biking and riding transit in communities throughout Indiana, we must create such opportunities by improving the built environment and offering more active transportation infrastructure. Given that the environments in which most people live, work, learn and play are largely shaped by forces beyond their immediate control, we must first identify and understand how and why decisions are made. Then we can begin to use strategies that address these decision-making processes and create change.

Increasingly, the field of public health references policy, systems and environmental change strategies as the ways by which to influence higher order, population-level transformation. This is done by working collaboratively across sectors, disciplines and jurisdictions with an integrated approach that goes beyond simply building awareness or conducting educational campaigns and programs that target individual behavior change.

Through both the “what” (we do) and “how” (we do it) of our efforts, Health by Design strives to ultimately achieve healthier people and more vibrant communities. This will result from shifts in social norms, strengthened partnerships and improved community capacity occurring through policy, systems and environmental change strategies. Together, these will lead to increases in the quantity and quality of walking, biking and transit options in cities and towns throughout the state.

EVALUATION

Evaluation is a key component of strategic planning. It embeds accountability into all elements of the process and ensures alignment with goals and intended outcomes. Through the planning process, the PAC and partners identified several benchmark areas that can be used to assess Health by Design’s success over time:

- Brand Awareness
- Partner Engagement
- Capacity in the Field
- Policy Environment
- Built Environment
- Behavior Change
- Health Outcomes

As discussed in more detail on the following pages, Health by Design will use a combination of process, impact and outcome measures to track, monitor and report on strategic plan implementation and evaluation.





STRATEGIC FRAMEWORK

The process of completing this Strategic Plan affirmed that we will remain invested in four core program areas: **walking**, **biking**, **transit** and **land use**. Beyond that, we have committed to addressing health equity more directly. The plan also marks a new and more explicit opportunity for Health by Design partners to build stronger working relationships and deepen their collaborative networks. Lastly, we will be more intentional in ensuring the strength and

sustainability of the organization overall.

We will continue to serve as the state's leading organization working at the intersection of the built environment and public health. In Indianapolis, we will maintain our focus as an implementer, leading and conducting work. In the rest of the state, we will focus on training others and helping them build their capacity to lead this work.



Walking



Biking



Transit



Land Use

MISSION

Health by Design collaborates across sectors and disciplines to ensure Indiana communities have neighborhoods, public spaces and transportation infrastructure that promote active living for all.

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VISION

Vibrant, thriving communities that help all people live active, healthier lives

WE WILL ACHIEVE OUR GOALS BY:



Advocating for policy change

Ensuring that federal, state and local policies support walkability, bikeability, transit options and active community environments and minimize unintended consequences, especially in communities most affected by health inequity



Building community capacity

Helping individuals and organizations develop the knowledge, leadership skills and agency they need to become effective advocates for change



Convening diverse partners

Offering a forum that is welcoming to all, provides regular opportunities for information sharing and problem solving, and supports networking and professional development



Educating on best practices

Staying current on both the science and practice of our work, and sharing information and resources with partners to increase their effectiveness



Facilitating dialogue

Partnering with key stakeholders to create safe spaces that support information sharing, problem solving, implementation and collaboration that catalyzes action



Promoting smart design

Offering guidance, resources and examples of infrastructure changes that help partners visualize improvements and create the best possible projects



Providing technical assistance

Using our expertise and experience to help partners address real-world challenges

GUIDING PRINCIPLES

• Cross-Sector Collaboration

Active living cannot be achieved solely through the efforts of any one organization, discipline or sector. It requires action and engagement among decision-makers who may not recognize health as their primary mission, but who profoundly impact it. When people break down traditional siloes and work together, their collective ideas and efforts can create impact that is more than the sum of their parts. Cross-sector partnerships also ensure that solutions are holistic and technically sound. Through collaboration, Health by Design can create the conditions in which people can be more active, communities can be more vibrant and sustainable, and the state can be a healthier place to live.

• Evidence-Based Practice

The work that we do is guided by effective approaches confirmed by health, social science, transportation and land use research and practice. Health by Design is committed to benchmarking and measuring our progress and outcomes. We focus on adapting our approaches as we learn more and as the field evolves, drawing from an array of resources, such as case studies, success stories, training programs, toolkits, peer-reviewed literature, outcomes research and more.

• Community-Centered Context

Health by Design believes that residents, as individuals and as members of community organizations and neighborhoods, must be

centrally involved in the process of creating healthier, more active communities. We put communities first, honoring their unique contexts with strategies that make the most sense for them. Community changes can include new social norms and policies that promote good health, safer streets and neighborhoods, and more places to walk, bike and play.

• Health Equity

Health by Design is committed to incorporating a health equity lens into our processes and practices, using this working definition (modified from the Robert Wood Johnson Foundation) as a basis: Health equity means that everyone has a fair and just opportunity to be healthier. This requires removing obstacles to health, such as poverty, discrimination and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, transportation options and health care.

• Assets-Driven Action

Healthy communities identify and build on their strengths and successes and then invest in the enhancement of capacity and infrastructure. Indiana has a wide range of assets, including people and organizations that are committed to active living, and experience in advocating for and implementing policy, systems and environmental change strategies. Health by Design leads with abundance thinking and looks for win-win ways to achieve mutual goals.



GOALS, STRATEGIES AND TACTICS

This strategic plan includes five goals, with corresponding strategies and tactics, across four broad areas:

Programming

- Increase equitable, safe, accessible, convenient and connected options for walking, biking and public transit
- Encourage responsible land use

Partnerships

- Increase the diversity, engagement, effectiveness and satisfaction of Health by Design partners

Organization and Operations

- Strengthen the stability, effectiveness and sustainability of Health by Design

Health Equity

- Build awareness, understanding, capacity and ability to address health equity

PROGRAMMING

Goal: Increase equitable, safe, accessible, convenient and connected options for walking, biking and public transit

Assess and prioritize active living policy and environmental needs within the state

- Identify key measures to assess, track and report relevant policy, systems and environmental change strategies
- Develop indicators and success measures to identify community needs and to track progress
- Conduct and support built environment/ infrastructure assessments and identify needed improvements to schools, worksites and other institutions
- Increase capacity of local communities to collect, analyze and share data and results

Promote walking, biking and transit use through programming, campaigns, shared-use agreements and other partner activities

Provide thought leadership to elected officials, agency leaders, stakeholders and partners

- Offer content expertise on the following topics:
 - Accessibility (including Americans with Disabilities Act (ADA))

- Active Living
- Complete Streets
- Placemaking
- Land Use and Transportation Planning
- Safe Routes (to key destinations, such as schools, parks and transit)
- Vision Zero
- Vulnerable Road User Safety

- Offer education, information and resources in support of active transportation
- Present at meetings and conferences
- Share best practices and lessons learned

Offer technical assistance to communities and partner organizations

- Train others to plan and implement policy, systems and environmental change strategies
- Offer trainings on content (what), skills (how) and theory (why)

Contribute to the development, adoption and implementation of active transportation plans and plan elements

- Offer consultation, guidance and resources, including model language, best practices, facilitation and public engagement strategies
- Support implementation of adopted plans

Advocate at the federal, state, regional and local levels for policies and funding that support active transportation

- Support partners in building political will for active transportation by strengthening relationships with elected officials and agency decision-makers
- Partner with and/or elevate the work of organizations representing individuals and groups who have been historically underrepresented as it relates to active transportation
- Organize and mobilize partners and community members around key issues and campaigns

Ensure plan, policy and project implementation at federal, state, regional and local levels

- Provide leadership to implementation and advisory groups
- Monitor and track deliverables, timelines and outputs
- Build capacity among staff and partners to serve this function

Goal: Encourage responsible land use

Advocate at the state, regional and local levels for policies that support responsible land use by promoting affordable, inviting, compact and mixed land uses that improve connectivity between destinations, neighborhoods and communities

- Support partners in building political will by strengthening relationships with elected officials and agency decision-makers
- Collaborate with and/or elevate the work of organizations representing individuals and groups who have been historically underrepresented as it relates to land use planning and development
- Organize and mobilize partners and community members around key issues and campaigns

Contribute to the development, adoption and implementation of land use plans and plan elements

- Offer consultation, guidance and resources, including model language, best practices, facilitation and public engagement strategies
- Support implementation of adopted plans

PARTNERSHIPS

Goal: Increase the diversity, engagement, effectiveness and satisfaction of Health by Design partners

Develop a partnership structure that is capable of accomplishing Health by Design's goals

- Deepen relationships with current partners
- Cultivate and nurture new partnerships
- Build inclusive relationships that provide opportunities for authentic participation

Cultivate broader ownership and leadership among partners

- Establish clear partner roles and responsibilities
- Promote accountability for achieving goals
- Develop and train internal champions
- Foster volunteer leadership

Offer networking and information-sharing opportunities

- Hold partner meetings
- Host special events and activities that attract new partners and energize existing relationships

- Offer a “clearinghouse” function to curate and distribute information

Build capacity and expertise of current and new partners

- Provide ongoing education, training and technical assistance
- Share knowledge, lessons learned and best practices

Engage the public in place-based and active transportation initiatives

- Cultivate a grassroots advocacy base
- Support neighborhood- and resident-led events and programs
- Advocate for the engagement of residents in implementation and improvement of plans, policies and/or projects
- Engage residents directly in Health by Design-led activities

Seek pass-through funding to support partner activities

- Incentivize project collaboration
- Support plan, policy and/or project implementation

ORGANIZATION AND OPERATIONS

Goal: Strengthen the stability, effectiveness and sustainability of Health by Design

Develop a board governance structure with engaged, networked, committed and passionate leaders who represent the communities and stakeholders we serve

- Identify, recruit and retain board members who will develop robust systems and a culture of accountability to ensure compliance and active participation and to maximize effectiveness
- Provide training to board members
- Provide opportunities for board members to engage in Health by Design's programmatic work

Strengthen administrative, operational and financial management practices and processes

- Continue implementation of recommendations from past organizational assessments
- Identify and implement opportunities to improve efficiencies in operations
- Provide accountability and transparency in fiscal reporting



- Maintain timeliness and accuracy in reporting to funders, board, Internal Revenue Service and others

Recruit, develop and retain qualified, effective staff

- Maintain a hiring and recruitment process that prioritizes knowledge, skills, experience and diversity
- Facilitate an organizational culture that promotes passionate engagement, work-life balance and talent development
- Establish a staffing structure that meets deliverables, balances workload and fulfills the organization's operational and strategic needs
- Support professional development through ongoing education and training
- Cultivate leadership development opportunities within and outside of the organization
- Maintain the staff team's reputation as a valued contributor and thought leader

Develop and implement a comprehensive communications and marketing plan

Establish a strategic and consistent approach to fund development and financial sustainability in order to increase and diversify revenue

- Package Health by Design initiatives in anticipation of funding opportunities
- Collaborate with partners to pursue joint funding for coordinated initiatives
- Encourage funders to support active living and policy, systems and environmental change strategies through grant programs and other supports

Track, monitor and evaluate organizational activities and impact

- Develop and implement an evaluation plan
- Report and disseminate evaluation findings to share lessons learned, promote best practices and demonstrate success

HEALTH EQUITY

Goal: Build awareness, understanding, capacity and ability to address health equity

Develop an action plan that embeds health equity as a core value in all Health by Design activities

- Establish a working definition of health equity
- Develop an understanding of health equity as it relates to the built environment, active transportation and active living environments
- Review best practices and integrate them into Health by Design's internal systems, processes and day-to-day activities

Foster cultural competencies among Health by Design's staff, board members and partners through training and dialogue

- Provide ongoing professional development to increase knowledge, skills and empathy
- Develop interest and capacity among partners to create shared-learning opportunities

Prioritize diversity and inclusion in recruitment of staff, board members and partners

- Develop an inclusive process from recruitment to hiring

- Utilize a board audit tool to monitor representation and participation among priority populations
- Develop an annual process to review and identify gaps in representation among partners

Identify and develop tools, information and resources to elevate health equity needs and opportunities related to active transportation and active living environments

EVALUATION INDICATORS

Our ability to effectively assess the work of Health by Design has been considered throughout this process, leading to one primary evaluation question:

How will we know we have made a positive impact?

Potential indicators of success, representing the overarching benchmark and individual goal areas, have been identified. At this time, these measures largely focus on process, the implementation and related outputs of Health by Design activities. With the development of an evaluation plan, additional outcome measures will be identified to demonstrate the achievement of our goals and overall effectiveness.

Tracking of infrastructure improvements; numbers of people walking, biking and riding transit; crash data; rates of physical activity and other similar measures can be used to show changes to the built environment and health behaviors.

Health by Design's contributions to active transportation policy development and implementation and the inclusion of health elements within transportation and land use plans will be additional indicators of our impact.

Several of the strategies will be evaluated based on their completion, including the development of a health equity action plan, a communications and marketing plan, and the evaluation plan itself.

Finally, other strategies can be evaluated by assessing engagement, satisfaction and diversity among partners, board members and staff; counting and segmenting participation of partners; measuring the reach of earned and paid media; and tracking the amount and distribution of organizational revenue across sources and types.





ORGANIZATIONAL MODEL

Health by Design has identified its goals through 2020 and the means by which we will accomplish them. The model outlined below identifies how we will organize ourselves to get the work done. This structure includes an activated board of directors, the creation of committees and action teams and backbone support from staff. As discussed above, partners also play a crucial role in this model.

BOARD OF DIRECTORS

As the highest leadership body of Health by Design, the board is responsible for a variety of functions that further the organization's mission and promote its sustainability and long-term success. Board members are also expected to play an active role on one or more committee or action team.

All board members will commit to:

- Investing in Health by Design's long-term success and sustainability;
- Shepherding the organization through a period of continued change and development;
- Guiding implementation of the strategic plan;
- Taking an active role in securing new organizational revenue; and
- Wielding their personal and professional influence.

Roles:

- Selecting and evaluating the performance of the Executive Director
- Strategic and organizational planning
- Ensuring strong fiduciary oversight and financial management
- Fundraising and resource development
- Approving and monitoring the organization's programs and services
- Enhancing the organization's public image
- Assessing its own performance as the governing body of the organization

BOARD COMMITTEES

Program and Policy Committee

The Program and Policy Committee assures that the work of Health by Design is managed effectively, aligned with the strategic framework and executed to achieve organizational goals. The group is comprised of a subset of board members and other key partners.

Roles:

- Assuring that programmatic activities are aligned and supported across content areas
- Identifying needed data, messaging, policy and/or advocacy efforts
- Linking implementation with resources, training and leadership development opportunities
- Serving as champions for Health by Design among policymakers, community leaders, funders and other important influencers
- Identifying and leveraging resources
- Leading a semi-annual review of the strategic framework and annual action plans to assess progress, make course corrections and celebrate successes

Governance Committee

The Governance Committee assures that Health by Design's operational, administrative and financial responsibilities are managed effectively, aligned with the strategic framework and executed to achieve organizational goals. The group is comprised of a subset of Health by Design board members and other key partners. Committee members will focus on implementing the strategic plan and related special projects.

Roles:

- Organizing board trainings
- Serving as board liaisons to staff, partners and the public
- Supporting organizational legal and technical needs
- Guiding fund development and diversification

ACTION TEAMS

Health by Design action teams are comprised of community and organizational representatives who are convened on an as-needed basis to implement recommendations identified in the strategic plan or to engage in timely and/or substantive partner work. Each action team will be led by a volunteer chair with support from a Health by Design staff member or contractor. Action teams may be

convened for any of the four goal areas, typically for defined periods of time. Initial action teams will focus on health equity, communications and marketing and partnerships.

Roles:

- Identifying and recruiting additional cross-sector partners to participate in the action team and/or coalition efforts
- Working collectively to create and implement a workplan
- Identifying and tracking indicators and success measures
- Identifying data, messaging and/or policy efforts needed
- Identifying and leveraging additional resources to support action team priorities

BACKBONE SUPPORT (STAFF AND CONTRACTORS)

As lead conveners, Health by Design staff and contractors bring together stakeholders, including residents, agency and organizational representatives, elected officials and other community leaders, to create, implement and evaluate an aligned agenda. Staff provide coordination support and help leverage resources to build a strong organizational core that strengthens collective success.

Roles:

- Coordinating implementation of Health by Design action plans
- Providing administrative and backbone support for communication and messaging, leveraging resources, leadership development, data and policy activities
- Mobilizing funding for Health by Design activities
- Advancing policy initiatives related to Health by Design
- Convening the Health by Design board, committees, action teams, coalition and other key stakeholders as needed

PARTNERS

Health by Design's success is directly attributable to the strong partnerships that have been cultivated and nurtured over the years. Coalitions work best when there is clarity, understanding and accountability with regard to roles and responsibilities. Through the work of the partnership action team, we will more clearly articulate the expectations and benefits of being a Health by Design partner.



CALL TO ACTION

Health by Design board members, staff and partners invite you to get involved! Everyone has a role to play, personally and/or professionally, in achieving vibrant, thriving communities that help all people live active, healthier lives.

TO IMPROVE YOUR NEIGHBORHOOD AND COMMUNITY:



Walk or bike an errand when possible



Organize a neighborhood walk audit



Keep your sidewalk clean and clear



Contact your elected officials
about funding priorities

TO SUPPORT HEALTH BY DESIGN:



Sign-up for our e-newsletter



Attend a partner meeting



Volunteer to lead an action team



Make a donation to support our work

All of these steps, and many others, advance our efforts to improve active transportation options and build a culture of active living. We look forward to working with you!



ACKNOWLEDGEMENTS

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Health by Design works at the intersection of the built environment and public health, collaborating across sectors and disciplines to ensure Indiana communities have neighborhoods, public spaces and transportation infrastructure that promote active living for all.