



STAYS IN FILE



CENTRAL HEALTH

Our Vision

Central Texas is a model healthy community.

Our Mission

By caring for those who need it most, Central Health improves the health of our community.

Our Values

Central Health will achieve excellence through:

Stewardship - We maintain public trust through fiscal discipline and open and transparent communication.

Innovation - We create solutions to improve healthcare access.

Respect - We honor our relationship with those we serve and those with whom we work.

Collaboration - We partner with others to improve the health of our community.

BOARD OF MANAGERS STRATEGIC PLANNING COMMITTEE

Tuesday, January 15, 2019, 5:30 p.m.

Central Health Administrative Offices
1111 E. Cesar Chavez St.
Austin, Texas 78702
Training Room

AGENDA*

1. Approve the minutes of the following meeting of the Central Health Board of Managers Strategic Planning Committee:
 - a. December 5, 2018. (*Action Item*)
2. Receive and discuss an update on the 86th Texas Legislative Session and Central Health's proposed legislative priorities. (*Informational Item*)
3. Discuss and endorse a roadmap and charter for Capital City Innovation. (*Action Item*)
4. Receive and discuss an update on Communications and Community Engagement activities and initiatives. (*Informational Item*)
5. Receive and discuss Strategic Work Plan Strategy 2.6, *Cancer Care*, including the strategy reporting schedule, strategy sheets, and related measures and dashboards. (*Informational Item*)
6. Discuss a funding resolution related to the development and delivery of future programs and services with non-clinical partners. (*Informational Item*)
7. Confirm the next regular Strategic Planning Committee meeting date, time, and location. (*Informational Item*)

*The Strategic Planning Committee may take items in an order that differs from the posted order.

The Strategic Planning Committee may consider any matter posted on the agenda in a closed session if there are issues that require consideration in a closed session and the Committee announces that the item will be considered during a closed session.

A quorum of Central Health's Board of Managers may convene to discuss matters on the agenda.

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By Jeremy Wilson Deputy

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CENTRAL HEALTH

**CENTRAL HEALTH BOARD OF MANAGERS
STRATEGIC PLANNING COMMITTEE**

January 15, 2019

AGENDA ITEM 1

Approve the minutes of the following meeting of the Central Health Board of Managers Strategic Planning Committee:
December 5, 2018.

MINUTES OF MEETING – DECEMBER 5, 2018

CENTRAL HEALTH BOARD OF MANAGERS
STRATEGIC PLANNING COMMITTEE

On Tuesday, December 5, 2018, the Central Health Board of Managers Strategic Planning Committee convened at 5:30 p.m. in the Training Room, 1111 East Cesar Chavez, Austin, Texas 78702. Clerk for the meeting was Ms. Emily Farris.

Committee Members present: Chairperson Greenberg, Manager Jones and Manager Valadez,

Board Members present: Manager Museitif and Manager Zamora

REGULAR AGENDA

1. **Approve the minutes of the following meeting of the Central Health Board of Managers Strategic Planning Committee:**
 - a. **September 25, 2018.**

Clerk's Notes: Discussion on this item began at 5:31 p.m.

Manager Valadez moved that the Committee approve minutes of the following meeting of the Central Health Board of Managers Strategic Planning Committee:

- a. September 25, 2018.

Manager Zamora seconded the motion.

Chairperson Greenberg	For
Manager Aiken	Absent
Manager Jones	For
Manager Valadez	For

2. **Discuss and take appropriate action on the Texas Legislature's upcoming 86th legislative session and Central Health's proposed legislative priorities.**

Clerk's Notes: Discussion on this item began at 5:31 p.m. Ms. Perla Cavazos, Vice President of Government Affairs for Central Health, and Ms. Marsha Jones, Partner, HillCo Partners, presented to the Committee. Ms. Jones gave a legislative update and advised on key changes for which the board should be aware. Ms. Jones also discussed the impact of the November 2018 election and budget estimates for the upcoming 86th Legislative Session. Ms. Cavazos gave the Committee an update on how specific bills in the legislative session might impact the Central Health mission and key issues for the 86th Legislative Session. Ms. Cavazos provided an overview of Central Health's proposed legislative priorities for the upcoming 86th Legislative Session.

Manager Valadez moved that the Committee recommend that the Board approve Central Health's proposed legislative priorities for the upcoming 86th legislative session, as presented by staff. Manager Jones seconded the motion.

Chairperson Greenberg	For
Manager Aiken	Absent
Manager Jones	For
Manager Valadez	For

3. **Receive and discuss an update on the joint medical transportation initiatives of Central Health, the Housing Authority of the City of Austin, and the United Way for Greater Austin.**

Clerk's Notes: Discussion on this item began at 6:14 p.m. Mr. JP Eichmiller, Director of Strategic Communications for Central Health, presented an update on the transportation goals accomplished by Central Health in 2018 and the planned initiatives for 2019. Mr. Eichmiller informed the Committee that Central Health has joined efforts with a transportation committee that consists of thirteen organizations within Travis County, which focuses on transporting individuals, who are in need, to healthcare facilities. Mr. Eichmiller also provided an update on the success of the SEHWC shuttle pilot that will end in December.

No action was taken on item 3.

4. Receive and discuss an update on the Strategic Work Plan, including the development of a strategy reporting schedule, strategy sheets, and related measures or dashboards.

Clerk's Notes: Discussion on this item began at 6:34 p.m. Ms. Monica Crowley, Chief Strategy & Planning Officer for Central Health, explained the purpose of the strategy work plan sheets and how they help keep the board on track with the Central Health mission. Mr. Jon Morgan, Executive Director of Community Care Collaborative ("CCC"), gave the Committee an update on CCC's contribution to data and benchmarks within the data shared.

No action was taken on item 4.

5. Receive and discuss an update on Communications and Community Engagement activities and initiatives.

Clerk's Notes: Discussion on this item began at 6:49 p.m. Mr. Ted Burton, Vice President of Communications for Central Health, and Mr. Ivan Davila, Communications and Community Engagement Manager for Central Health, presented information on the upcoming community calendar of events planned for 2019, a new website feature which shares all events with the public, and an updated outreach application, which will be used at future events by the Central Health outreach team.

No action was taken on item 5.

6. Discuss and take appropriate action on a funding resolution related to the development and delivery of future programs and services with non-clinical partners.

Clerk's Notes: Discussion on this item began at 7:32 p.m. The Committee reviewed a funding resolution related to the development and delivery of future programs and services and noted that the resolution would be further discussed at future Budget and Finance committee meetings, as well as Board Meetings.

7. Confirm the next Strategic Planning Committee meeting date, time, and location.

Clerk's Notes: Discussion on this item began at 7:38 p.m. Chairperson Greenberg announced the next scheduled Central Health Board of Managers Strategic Planning Committee meeting is to be determined.

Manager Valadez moved that the Committee adjourn. Manager Jones seconded the motion.

Chairperson Greenberg	For
Manager Aiken	Absent
Manager Jones	For
Manager Valadez	For

The meeting was adjourned at 7:38 p.m.

Sherri Greenberg, Chairperson
Central Health Strategic Planning Committee



CENTRAL HEALTH

**CENTRAL HEALTH BOARD OF MANAGERS
STRATEGIC PLANNING COMMITTEE**

January 15, 2019

AGENDA ITEM 2

Receive and discuss an update on the Texas Legislature's upcoming 86th legislative session and Central Health's proposed legislative priorities.



CENTRAL HEALTH

**CENTRAL HEALTH BOARD OF MANAGERS
STRATEGIC PLANNING COMMITTEE**

January 15, 2019

AGENDA ITEM 3

Discuss and endorse a roadmap and charter for Capital City Innovation.



MEMORANDUM

To: Central Health Board of Managers Strategic Planning Committee
From: Stephanie Lee McDonald, Chief of Staff
CC: Mike Geeslin, President & CEO
Date: January 10, 2019
Re: Agenda Item # 3 – Discuss and endorse a roadmap and charter for Capital City Innovation – *ACTION ITEM*

Synopsis:

In May 2016, the Central Health Board of Managers approved an investment of \$250,000 to create the seed funding and provide financial resources for a new not-for-profit organization, Capital City Innovation. Capital City Innovation was envisioned to serve as a catalyst in encouraging innovation activities and developing an innovation ecosystem in close proximity to the Dell Medical School, Dell Seton Medical Center at the University of Texas, and Central Health Brackenridge Campus.

In September of 2017, Chris Laing started as Executive Director of Capital City Innovation and since this time he has worked with the founding members of the University of Texas at Austin, Ascension Seton, and Central Health to grow the board—who all provide financial support—to include the Downtown Austin Alliance and Opportunity Austin. Through numerous meetings over the course of the last year, he has engaged the larger community to develop a strategic vision and framework for both the organization and the innovation district. The attached draft charter and roadmap together are guidelines for the strategic development of a patient-centered, consortium health innovation district anchored by the Central Health Brackenridge Campus. The adoption of these documents details how the larger community can engage and participate in the district as well as how we can best utilize Capital City Innovation to advance the development of the Brackenridge campus.

The Central Health is being asked to endorse the proposed charter and roadmap as one of the founding members. Each of three founding entities must agree on the charter.

Action Requested:

Endorse the draft charter and roadmap to guide the strategic development of a patient-centered, consortium health innovation district.

Fiscal Impact:

There is no fiscal impact with this action.

Central Health's Role in Launching Austin's Health Innovation District as a Long-Term Investment in the Community

Proposal

Central Health review and endorse the roadmap and draft charter, which together are a guideline for strategic development of a patient-centered, consortium health innovation district in Austin, and recommend designating its downtown campus as the vehicle for its participation, enabling:

- Engagement in leading and influencing the strategy and operations of the consortium;
- Public advocacy for participation in the consortium and its vision;
- Adoption of a non-binding Memorandum of Understanding based on the charter.

AUSTIN'S INNOVATION DISTRICT ROADMAP SUMMARY

Innovation is the key to healthier and more vital communities

What is an Innovation District?

Innovation districts co-locate academic, business, and civic innovators within amenity-rich urban environments and with access to programs that help them more easily collaborate and turn new ideas into new products. They result in community benefit both by being inclusive in their process and by their output of new products.

What is Austin's Opportunity?

Austin has the chance to combine growing capabilities in health and life sciences with established academic and industry strengths in software and device technologies, within a creative and entrepreneurial environment.

What are the Strategic Priorities for Austin's Innovation District?

Austin's innovation district is a vibrant urban place and a set of programs that foster innovation through special access and systemic collaboration among universities, companies, entrepreneurs and community innovators. It will focus on better health and economic opportunities for all.

Its stakeholders:

- Connect the innovation community
- Invest in innovation projects
- Build regional workforce capacity
- Create inclusive and accessible places

How will Austin's Innovation District Take Root and Grow?

Austin's innovation district is a consortium of academic, corporate, and civic stakeholders who recognize the opportunity to harness health and life science innovation for inclusive economic growth and to create a scalable new model of health for all.

Starting with the downtown Brackenridge campus, Central Health, Dell Medical School – University of Texas at Austin, and others will participate in a

Austin's innovation district is a collaboration of public and private stakeholders including academic institutions, companies, startups, non-profits, community, healthcare systems, and government.

Capital City Innovation is a coordinating entity for these stakeholders.

chartered working group coordinated by Capital City Innovation.

The group will do the following for the district:

- Create a common identity
- Develop business attraction strategies
- Support programs and activities that promote community benefit through shared goals
- Grow a diverse membership comprising global businesses, civic groups, startups, and non-profits
- Transform the campus into a healthy, vibrant mix of commercial, residential, retail and public spaces

How Will Innovation District Activities Be Coordinated?

Innovation district stakeholders are already demonstrating the advantage of a coalition approach, by coordinating the planning of developments, attracting the interest of companies who want to be a part of the district, partnering on programs, and creating the story of Austin's health and life sciences innovation.

Capital City Innovation's plan is to extend and amplify these early achievements for the district by:

- Engaging stakeholders and adopting a charter for collaboration
- Organizing a framework and business model to coordinate future efforts
- Developing a blueprint
- Creating a common value proposition, business attraction approach, and identity
- Developing a strategy for supporting and scaling innovation and community benefit programs

Austin's innovation district will ultimately connect other innovation hubs along the I-35 corridor to attract and grow innovators, companies and investors, and to create new jobs, economic benefits, and better health for the entire community.

AUSTIN'S INNOVATION DISTRICT STARTS WITH YOUR PARTICIPATION

Starting with the transformation of the Brackenridge Campus, the Innovation District is being led by Central Health and Dell Medical School along with the Downtown Austin Alliance, Opportunity Austin, and Seton. It will expand to include many more.



We are creating a coalition to coordinate district activities

Collaborating on these activities helps achieve a shared vision and goals for the innovation district, focusing on better health and economic opportunities for all.

Communications & Engagement



Innovation & Community Benefit Programs



A Shared & Vibrant Environment



Business Attraction



Using these tools



Roadmap

A shared understanding of where we've been and where we are heading



Blueprint

A guide for growing a vibrant, compact, and mixed-use district



Market Analysis

An analysis of industry potential and projected economic impact

TOGETHER WE CAN ADVANCE AUSTIN'S ECOSYSTEM OF INNOVATION!

AUSTIN'S INNOVATION DISTRICT ROADMAP

A Thesis, Strategy, and Plan

Reason for Being

Innovation is the key to healthier individuals and more vital communities. Austin's Innovation District will enable innovation through systematic collaboration between and among the public and private sectors. Austin's Innovation District will spur innovation by a wide range of partners — and will guide collaborations in ways that create better health, new jobs and economic benefits for all Central Texans, especially those from historically underserved populations.

Capital City Innovation is a coordinating entity for the stakeholders of the innovation district, including academic institutions, companies, investors, non-profits, startups, community, and government. This is the framework of something big. A common framework drives values and links this value to community and regional benefit through workforce development and programs that drive collaborative innovation and inclusive economic growth.

Austin's Innovation District is the Result of Collaborative Planning

The concept of Austin's Innovation District results from several years of collaborative strategic planning among public and private sector leaders and the community. A bold vision for Austin proposed by the City, Travis County, and Texas State Senator Kirk Watson in 2011 led to the creation of the Dell Medical School (Dell Med) and called for an Innovation District that could provide laboratory and other facilities for public and private research, launch new commercialization incubators, and create a sense of place.

In 2014/15, Central Health engaged the community to inform a plan for its downtown campus, as a key anchor of the Innovation District. Principles for redevelopment that were emphasized: 1) mission – access to health care to those who need it most; 2) stewardship – promoting uses and programs that support fiscal stability; and 3) partnership – strengthening and expanding relationships and collaborations with health and wellness providers and other private and public-sector entities.

In 2015 public and private sector leaders¹ used a design-thinking approach to imagine Austin's Innovation District. They described a hub of collaboration, creativity, and opportunity; a nexus for collaboration among universities, businesses, and the community; a neighborhood to live, work, play and learn; and a

¹ Led by Upstream Thinking, participants included, among others, representatives of the City of Austin, Travis County, The University of Texas at Austin, Dell Med, The University of Texas System, Central Health, Seton Health, the Greater Austin Chamber of Commerce, the Downtown Austin Alliance, Waller Creek Conservancy and regional business leaders.

catalyst for job creation and economic development. Their desired outcomes were: 1) healthier community; 2) a resilient and diversified economy; 3) global appeal; and 4) community connections.

In 2017, this group of thought leaders, led by the Downtown Austin Alliance, benchmarked Technology Square in Atlanta, and held a series of working groups to refine the vision of Austin's Innovation District. Among the principles proposed were: 1) incorporate multiple foci of innovation; 2) create leadership among many entities; 3) live/work/play; 4) be a neighborhood (not just one building); 5) ensure regional economic impact; 6) encourage access, inclusion, and participation; and 7) invest in programs. Among desired outcomes are: 1) commercialization of inventions that impact community vitality and health; 2) job creation across the educational and occupational spectrum; 3) enhancement of the value and appeal of district assets and anchors; 4) creation, attraction, and retention of top talent; 5) a cohesive brand and identity that is authentic and faithful to Austin's image; 6) attraction of investment and businesses.

In 2017, The University of Texas at Austin, Central Health, and Seton Health/Ascension Texas launched Capital City Innovation, a 501(c)(3) non-profit, to provide a vision, focused strategic direction, advocacy for, and synergistic coordination of expertise, culture, uses, and development to support the creation, growth, and sustainability of Austin's Innovation District. Capital City Innovation has received support from, in addition to its founders, the Downtown Austin Alliance and Opportunity Austin, and has the City of Austin and Travis County represented on its Board of Trustees. Capital City Innovation and its stakeholders have created the vision, mission, and this roadmap for Austin's Innovation District.

This Roadmap attempts to faithfully capture and extend the concepts, strategies and vision of this planning journey by a large number of organizations, institutions, and community groups.

A Vision for Austin's Innovation District

Where Austin's diverse innovators collaboratively create models of health and economic growth for all.

The Mission of Austin's Innovation District

Support and encourage collaboration among academic institutions, health organizations, community, corporations, startups, entrepreneurs, investors, developers, non-profits, government entities, and creative individuals to:

- Connect innovators
- Invest in innovation
- Build capacity across all skill- and opportunity-levels
- Create vibrant, inclusive, and sustainable venues for innovation

PART 1: BACKGROUND

What is an Innovation District?

Innovation districts co-locate academic, business, and civic innovators in close proximity within physical environments that help them to more easily collaborate and turn new ideas into new products. They actively promote creativity and facilitate collaboration.

Innovation districts are neighborhoods where anchor research institutions, high-growth companies, tech startups, and creative individuals and organizations are located at higher concentration and in closer proximity than usual. Where these players collaborate at higher-than-usual rates. They are compact, accessible, amenity-rich urban areas characterized by “live-work-play” uses. They reflect regional distinctiveness and leverage regional strengths. They often feature supporting organizational and program structures. And they usually result from both strategic development and organic evolution.

Innovation districts are crucibles of new ideas, products and services. They attract investment and create jobs. With planning and organization, they can become vital regional civic tools for creating economic opportunities for a range of skill sets — connecting long-term residents to employment and educational opportunities.

The Brookings Institution has done the definitive study of the innovation district model.² It describes innovation districts as high-density, urban environments — usually anchored by one or more top-tier universities — where companies and other innovative organizations cluster to a) attract talent, capital, and other resources; and b) to exchange ideas, collaborate, and turn inventions into products and services. Denver, Nashville, Pittsburgh, St. Louis, Indianapolis, and other cities are using innovation district models to create new economic opportunities.

What is Austin’s Opportunity?

At this unique moment in its history, Austin has the chance to combine its growing capabilities in health and life sciences with its well-known academic and industry strengths in software and device technologies, within a creative and entrepreneurial environment. This collaboration can generate a revolution that creates new jobs, economic benefits and better health for the entire community.

² The Rise of Innovation Districts. The Brookings Institution, 2014.

The U.S. spends more on health care per person than any other industrialized nation. Yet, by almost every measure (including life expectancy and various measures of chronic disease), the country lags behind the averages for industrialized countries.³ There is almost universal acceptance that the nation needs to find ways to better couple investment to outcomes. This will require creative collaborations on how we deliver health care, where we deliver it, how we pay for it, and how we define value.

Almost every major metropolitan region in the U.S. today is innovating around health. The fee-for-service model has shaped urban medical landscapes across the U.S., which are often dominated by academic systems that specialize in centralized care. The Philadelphia region has six medical schools. The New York area has five. Boston has three. Many mid-sized cities, including Nashville, St. Louis, and Indianapolis, have at least two.

Austin is different.

Prior to 2015, it was the largest city in the U.S. with a tier one research university and no medical school.⁴ However, with the launch of Dell Med, the region has a unique opportunity to address 21st century challenges with a clean slate, *shifting the entire system's focus from health care to health itself*. An unprecedented community investment — approved by Travis County voters in 2012 — created Dell Med with a focus on getting communities healthy and keeping them healthy. This mandate, along with foundational partnerships with a community health care system (Seton/Ascension Health) and a public payer and provider of health care (Central Health) — encourages Dell Med to explore innovative new concepts in all aspects of health, including new business models and metrics of success. Dell Med has a unique role as a first-mover academic center in a major city.

But the opportunity for impacting health is also influenced by the ecosystem within which Dell Med is being launched. Austin is a hotbed for entrepreneurship and technology enterprises. By emphasizing creativity and community engagement, Austin has pioneered the path by which mid-sized metro regions across the U.S. challenged old world industrial models to become significant American economic engines. Austin has become a magnet for inventive people who have in turn helped build a vibrant and prosperous city. Austin is now a high-growth city with a desirable economic and social fabric. Couple Austin's current economic capacity for technology innovation and creativity with the investment in Dell Med, and the engagement of the community, and there is no place better positioned to launch a revolution in the American health landscape than Austin — *provided that key players work together to build on each other's strengths*.

³ <http://www.oecd.org/els/health-systems/health-at-a-glance-19991312.htm> (cited April, 2018)

⁴ <http://www.politifact.com/texas/statements/2012/jun/29/austin-fund-quality-healthcare/austin-group-says-austin-biggest-city-america-tier/> (cited April, 2018)

How Can Austin Take Advantage of Its Opportunity?

An innovation district that systematically convenes academic, corporate, startup, and non-profit innovators can help vital players build on each other's strengths. An Austin Innovation District would catalyze the development of new products, services and programs that improve both health and community, strengthening the health ecosystem and economy.

Big challenges like those relating to health, urban sustainability, and economic equity will not be solved by any one organization working alone. Austin has far-reaching, interwoven challenges that require a collaborative, holistic response from a full spectrum of institutions and partners — including city and state governments, universities, companies, startups, and non-profits.

Successful innovation districts specialize in this kind of directed, intentional collaboration; it is what makes them successors to industrial parks as metropolitan engines of production and enterprise. Austin has a number of core innovation pillars, many of which will play key roles in establishing and growing an innovation district here.

They include:

- **World-class academic organizations.** UT Austin, St. Edward's University, Huston-Tillotson University, Concordia University, Austin Community College, and others.
- **A thriving entrepreneurial ecosystem of tech, data, and creative innovators.** Large corporations such as Dell, 3M, Facebook, Google, Apple, and Oracle; gold-standard startup environments including Capital Factory, TechStars, Mass Challenge, and Austin Technology Incubator; and an international brand via platforms such as SXSW.
- **A strong set of social impact enterprises.** Significant public- and private-sector organizations including Central Health, Seton/Ascension, CommUnity Care, Integral Care, Meals on Wheels, and Mobile Loaves and Fishes; civic organizations including the Waller Creek Conservancy, Downtown Austin Alliance and Greater Austin Chamber of Commerce.

However, there is not — yet — a place in Austin where one could point and say: “Here is where universities, corporations, startups, and non-profits are inherently encouraged to mix, compare notes and create synergies at a fundamental level. Certainly, there are connections between different entities, but they are often manifest in point-to-point partnerships or transient individual relationships. Austin and Central Texas need something that *systematically* brings together innovators and supports collaboration among sectors. This is the chance offered by Austin's Innovation District.

Collaboration among these diverse entities is not easy. It requires shared long-term goals, cultivated areas of alignment, and an independent framework that facilitates partnerships and eliminates hurdles. Innovation districts provide such frameworks.

What Will Austin's Innovation District Do?

Austin's Innovation District will be a vibrant urban place that attracts and grows innovators and investments. It will foster collaboration through close location, special access, and programs among universities, companies, startups, creative individuals, and community, resulting in:

- Better health in this community and beyond
- Significant new economic opportunities
- Unprecedented inclusiveness in both health and economic outcomes

Health Opportunities

Natural outputs of any innovation district include new discoveries, products, and services that result from collaborations among the diverse organizations located there. The impact of these activities is often difficult to measure quantitatively: they take effect over long periods of time, and they are rarely confined to local communities.

Austin's Innovation District will encourage collaborative innovation that leads to new products, services, and models that focus on health, rather than just health care — better connecting people to health services while delivering better, more cost-effective health outcomes. The Innovation District will bring new resources to the community's growing focus on vital factors that help determine how healthy people are — things like living-wage jobs, access to transportation, proximity to public spaces, and other issues related to day-to-day lives. Such determinants are thought to account for more than 70-80 percent of our health — with clinical care determines just 20-30 percent, even though the nation spends the most money on it. Focusing on the 70-80 percent is fundamental to any health revolution.

Creating this focus will require thinking outside of traditional business, engagement, and regulatory lanes. It will mean connecting dots among numerous capabilities and leveraging interactions among life sciences, digital technologies, physical sciences, social and behavioral sciences and engineering. It is, in short, exactly the sort of work that the Innovation District is being created to facilitate.

Economic Opportunities

Innovation districts are drivers of economic growth. Their dense, amenity-rich physical environments enable businesses, non-profits, universities, and others to cluster together. And they facilitate access and interactions among these residents and the community via strategic programs. Such clusters and their innovations are self-propagating, attracting established corporations, launching and growing new

businesses, and attracting investors' attention. They spur jobs in new and growing enterprises, as well as new investment in businesses, infrastructure, public spaces, and amenities.

Innovation districts are effective drivers of metro economies. Philadelphia's University City Science Center has helped to launch and grow more than 450 companies that are still in business today. Of these, more than one-third remain in the Philadelphia region, where they are responsible for more than \$13 billion in regional economic output every year and for about 1-in-100 jobs throughout the region.

It is certain that the creation of an innovation district in Austin will result in significant economic growth – including increased desirability of properties within the district itself, job creation throughout the region, and an increased tax base. This has been the experience in other cities with innovation districts. Specific estimates for Austin's Innovation District await the completion of a market analysis, as proposed in this Roadmap (**see Section 3**).

Inclusiveness

Originators of Austin's Innovation District are working hard to avoid pitfalls that have been experienced elsewhere. In other places, innovation districts have often created economic opportunities that have failed to benefit — and perhaps even hurt — communities surrounding those districts. Austin is particularly concerned with equity, affordability and disenfranchisement. Austin has the opportunity to plan its Innovation District to promote inclusive economic growth, encouraging the creation of jobs across all skill levels, preparing communities for the jobs of the future, promoting and supporting local hiring, and innovating around the challenge of connecting people to their health.

But history tells us that we must be deliberate and strategic in creating Austin's Innovation District. We must ALL be engaged in planning and supporting the strategic direction of this innovation district to avoid the economic bubbles experienced elsewhere.

How Can Austin Meet Its Innovation Potential and Impact the World?

Austin's Innovation District will help to better connect significant academic and non-profit research strengths with business development capabilities resulting in more health innovations addressing the needs of local communities and reaching the broader market.

Considering the value and impact of collaborative innovation to a community or a region, these factors stand out:

- **The strength and diversity of local research and development (R&D).** How much innovation is being done by major research centers? How is innovation occurring in (and connecting) diverse academic disciplines? Connecting innovations in biology, engineering, data analytics, and social sciences is increasingly important in addressing big societal challenges.

- **The extent to which local industry impacts outside markets.** How do a region's industry clusters (connected businesses within a particular industry sector, such as e-commerce or life sciences) affect people outside the immediate regions in which they function? Are a region's ideas, products, and services having an impact elsewhere?

Local R&D Strength and Diversity. Austin is well-positioned to connect research and innovation among diverse disciplines. Our university research and development output is significant. Although it is comparatively modest compared to other regions – The University of Texas at Austin performed approximately \$620 million of R&D in 2016, ranking 34th nationally – *our capabilities are diverse*.

This is not the case in most prominent urban centers. Among peer innovation centers (Austin, Atlanta, Boston/Cambridge, Philadelphia, Pittsburgh, Research Triangle, St. Louis, San Francisco), almost every district was built on one dominant academic capability – mostly life sciences. Only two have truly diversified university R&D outputs.⁵ The first is Boston/Cambridge, perhaps the archetypal innovation hub. The other is Austin. In both of these places, the majority of academic R&D output is distributed among four or more fields, including life sciences, physical sciences, social sciences and engineering.

In Austin, as in Boston/Cambridge, there is potential to bring to bear significant research and innovation capabilities in multiple dimensions — life sciences, technology and engineering, and social sciences — as we consider new pathways to health.

Industry Impact. However, Austin still needs to better connect its diverse R&D strengths with industry and empower its impact both locally and nationally. Our peer innovation hubs have many more industry clusters with significant trade outside of their immediate regions.⁶ Boston/Cambridge and Research Triangle each claim 12 industry clusters with significant extra-regional impact. Austin has only seven. We need to better connect our diverse R&D strengths in life and medical sciences, engineering, computer science and data, physical sciences, and social sciences, to industry and local innovators to commercialize their innovations. Austin can supercharge its economic models by leveraging its R&D strengths while coordinating business engagement and impact.

Working through an innovation district, leaders can think creatively about how to best facilitate relationships between academia and industry – for example through interesting programs or venues. It also will reveal ways in which collaborations and facilitated industry activities can open employment pathways for Central Texas residents across all skill levels – not just high-tech positions, but also middle-skills roles. And the district can link innovations back to efforts designed to help Central Texas communities get and stay healthy.

⁵ <https://www.nsf.gov/statistics/rdexpenditures/> (Cited April 30, 2018, using FY2016 data)

⁶ <http://www.clustermapping.us/cluster> (Used April 30, 2018)

PART 2: STRATEGY

What are the Strategic Priorities for Austin’s Innovation District?

Austin’s Innovation District will equally emphasize collaborations relating to place and programs that further its vision of health and economic growth for all.

It is not enough to simply create a venue that attracts interesting people and businesses. Like any ecosystem, an innovation district needs to consider a full spectrum of physical, functional, and evolving elements. That means concentrating not only on startups, researchers, developers or community, but rather on incorporating all of these elements and helping them interact with each other. Innovation districts work when they create shared value among academic, real estate, non-profit, large and small business, and other participants – when the success of each contributes to the success of all.

Austin’s Innovation District and its health ecosystem stakeholders prioritize four focus areas simultaneously via multi-organizational collaborations and partnerships:

- 1. Connecting the Innovation Community.** Developing opportunities for business, academic, community, and other innovators to connect, both formally and informally, in the context of the Innovation District’s focus areas of healthy communities and inclusive economic growth — i.e. through events and affinity groups that create unstructured “collisions” among stakeholders.
- 2. Investing in Innovation.** Attracting capital and other resources that enable Austin’s health product and service inventions and innovations to move from discovery to deployment. Specific activities include targeted accelerator programs, collaborative funding proposals, and business attraction initiatives.
- 3. Building Capacity.** Supporting both STEAM (Science, Technology, Engineering, Art, and Math) education and workforce development (adult training and job placement), focusing primarily on local communities and a full spectrum of skill sets.
- 4. Creating a Vibrant and Accessible Place.** Collaborating with property owners, managers, developers, and district planners to create sustainable, amenity-rich, mixed-use venues that are activated and inclusive. Working with stakeholders to create a readily-recognizable district that attracts innovators and drives value creation. Integrating accessible public places.

Where Will Austin's Innovation District Be Located?

Austin's Innovation District will be a dense downtown neighborhood anchored by Dell Med and Central Health's Downtown (Brackenridge) Campus and featuring a mix of global businesses and startup companies, civic assets, creative individuals, non-profit organizations, and residential, cultural, and retail establishments. These partners will collaborate with the university and one another. This framework also creates connections with other innovation centers throughout the region.

Innovation districts around the country vary in size from approximately 20 acres to more than 100 acres. They are densely developed, with functional elements (such as research institutions, business incubators, corporate locations) in close proximity to one another – workspaces should be close enough that collaborators can comfortably interact.

In Austin, the target zone for Innovation District development strategically includes the eastern portion of downtown, extending south from the UT campus to Lady Bird Lake — an area roughly bounded by San Jacinto in the west and I-35 in the east. This zone represents a starting point for the Innovation District's physical boundaries, based on the locations of key anchors - the Dell Medical School, Central Health's downtown (former Brackenridge University Medical Center) campus, the Dell Seton Medical Center at UT Austin, and projects associated with Waller Creek, the Capitol Complex, the Red River Cultural District, and the Austin Convention Center. The outline of the Innovation District will evolve organically within this target zone and create significant corridor connections and opportunities beyond this core geography under the district's brand.

The properties in this zone are diverse – and this diversity should be encouraged as Austin's Innovation District emerges. But to realize the potential for attracting innovators, companies, investors, and other users, and to maximize the benefit to the community and region, these diverse stakeholders must work collaboratively. The innovation district needs a critical mass of academic, public, and private commercial spaces that are coordinated in and around a shared vision. Roughly 4-6 million square feet of mixed-use development in the target zone would ultimately create a critical mass for the Innovation District, with smaller developments between the anchors of this critical mass looping into the district over time. Functional uses, in addition to conventional office, residential, and retail developments, could include business and social impact incubators and accelerators, event spaces, collaborative research institutions, and media/artist studios.

By starting now to plan, we can create an overarching vision and blueprint to bring the physical “venue” of Austin's Innovation District to life. And devise the network and infrastructure to link it to innovation hubs throughout the region. Maps of existing anchors, and potential developments (or Opportunity Sites) that could form the core of Austin's Innovation District, are shown in **Appendix 1**.

How will Austin's Innovation District Take Root and Grow?

Austin's Innovation District will initially be chartered as a consortium of academic and civic stakeholders and property owners who opt to share common identity, purpose and principles of economic growth based on inclusive health and opportunity.

A charter, agreed to by the initial stakeholders, will:

- Create a common understanding of the nature and vision of Austin's Innovation District without infringing on the rights of property owners
- Create a common identity and language
- Support programs and activities by coordinating internal and external engagement, driving significant benefit for the district members and the region as a whole
- Maintain a focus on increasing community benefit from Austin's Innovation District through fully inclusive health and economic opportunities

Innovation districts are created around a common place, programs and coordination of stakeholders. They typically start with a property or set of properties (often gifted or otherwise acquired for the purpose) and an entity (usually a non-profit) formed to manage development of the property and activities of the partners, according to a charter.

Examples include:

- **The Texas Medical Center:** A 2-square mile district in Houston established from properties and funding granted by a combination of philanthropy and governments. The Texas Medical Corporation (a non-profit) manages the assets and memberships of more than 60 institutions and organizations to further its mission of developing a world-class medical center.
- **The Cortex Innovation Community:** A 200-acre innovation hub in mid-town St. Louis, managed by a non-profit entity (Cortex) formed by a consortium of universities, hospitals and civic institutions.
- **uCity Square:** A 24-acre innovation district in west Philadelphia, on land originally donated by government agencies (and others), managed by the University City Science Center, a non-profit organization chartered to engage in technology-based economic growth.
- **Kendall Square:** Often described as “the most innovative square mile in the world,” this innovation district was developed over decades by the MIT Investment Management Corporation and other entities. The informal charter for Kendall Square was recently amended to require that

five percent of expansion commercial space be set aside for innovation uses.

- **The MaRS Discovery District:** A not-for-profit organization — founded as a public-private partnership involving more than a dozen governments, corporations, and academic institutions to commercialize publicly funded inventions — manages this innovation district in downtown Toronto.

Many innovation districts started out of an economic need and a motivated government or philanthropists that aggregated under-valued property in a strategic location and created mechanisms for economic activity in association with one or more significant academic institutions. Such institutions generally anchor innovation districts in collaboration with corporations and government.

Austin's approach must be different.

Like other metro regions, Austin has a strong innovation ecosystem. It has proven the economic power of tech-focused creativity. Unlike other regions in question, however, high regional property values preclude the consolidation of undervalued property for a downtown innovation district.

Austin's Innovation District requires a different strategic approach. Our challenge is to create similar conditions to those that have enabled innovation districts elsewhere — the aggregation of a critical mass of development supporting collaborative innovation among academic, business, community, and other organizations — but without a large, consolidated, standalone land tract.

This Road Map envisions a unique path to creating an innovation district in Austin — one based on the concept of the “non-equity joint venture or alliance” that is increasingly common in the business world.

This concept starts with stakeholders. A critical mass of stakeholders committed to creating a collaborative innovation district should come together to create a charter establishing both their membership in an Austin Innovation District and the benefits the district could create. This group should include stewards of existing civic assets — such as the University of Texas at Austin, Waller Creek, the Red River Cultural District, the Capitol Complex, Austin Convention Center, and others — as well as owners of property development opportunities within the zone. This membership would ensure that Austin's Innovation District will evolve and grow along with these civic assets, rather than just in-between them.

Significant corporate entities and community groups might also join. By including significant innovation hubs outside of the initial target zone — such as Capital Factory, SXSW, Austin Community College, and others — Austin's Innovation District will be part of a regional network of innovation.

The initial members of the coalition (the Stakeholders) will seed Austin’s Innovation District. They must build and occupy a sufficiently dense development that could define the start of a district and create proximity for collaboration. Ultimately, membership should grow by design and evolution.

The coalition also will create the framework for considering ways to increase physical collaboration, add to community benefit, refine joint messaging, attract businesses, and innovate around new business models.

The charter will:

- Create a common understanding of the nature and vision of Austin’s Innovation District without infringing on the rights of property owners.
- Create a common identity and language.
- Support programs and activities coordinating internal and external engagement, driving significant benefit for the district members and the region as a whole.
- Maintain a focus on **increasing community benefit from** Austin’s Innovation District through fully inclusive health and economic opportunities.

How has Austin’s Innovation District Emerged to Date?

Capital City Innovation’s stakeholders — UT Austin and the Dell Medical School, Seton Health, Central Health, the Downtown Austin Alliance and Opportunity Austin — already are showing the feasibility of a framework for collaborative innovation and building the basics for a functioning Innovation District.

- **A governance framework of diverse partners.** CCI’s Board of Trustees — composed of leaders from UT Austin, Seton Health, Central Health, the Downtown Austin Alliance, Opportunity Austin, the City of Austin, and Travis County — have set priorities and strategic direction for immediate activities and for planning the district’s long-term strategy. This forum serves as a starting point; other stakeholders can be invited to join in the planning and oversight of the Innovation District as it grows.
- **Planning of the place.** A number of stakeholders have already created or are in the process of creating master plans and strategies for the development and growth of this neighborhood — examples include the Brackenridge hospital campus redevelopment and The University of Texas’ Dell Medical School district. By considering such plans in tandem — and encouraging stakeholders to do so as well — alignment is being created among the first developments and the broader goals for the district. Connecting other development plans through the stakeholder coalition — including Waller Creek, the Capitol Complex, the Convention Center and others — will create further cohesion within the Innovation District.

- **Companies are hungry to be part of Austin’s Innovation District.** CCI and its stakeholders at the University of Texas, Central Health, Seton, the City of Austin, Travis County, the Downtown Austin Alliance, and the Greater Austin Chamber of Commerce, have initiated the vision of an innovation district as a place where great collaborations happen. Corporations and other organizations have expressed interest in exploring how they might be a part of the district. Organizations like Merck, the US Army Futures Command, and Ford, which already have footprints in Austin, have reached out to explore potential future footprints in the district. At the time of writing, a total of six other multinational and mid-sized companies have initiated discussions to explore how they might get involved. That these companies are taking the initiative to get connected shows the importance of the innovation district concept to corporate engagement with the region. A unified identity and framework will be critical to growing this engagement.
- **A network of health/life science ecosystems.** A life science startup affinity group includes several organizations that operate physical and virtual venues for incubating health and life science companies. The group includes Dell Med’s Work Spaces, the UT Austin College of Pharmacy’s Drug Dynamics Institute, IC²’s Austin Technology Incubator, Austin Community College’s Bioscience Incubator, Texas State University’s STAR Park, and the Temple Health and Bioscience District. The organizations collaborate on marketing, business attraction and programs. Innovation District could scale and fill gaps in this ecosystem.
- **Partnering on programs.** A number of stakeholders are already operating successful programs focused on collaborative innovation in health and on inclusive economic growth, and these form the basis of Austin’s Innovation District today. Examples include Dell Med’s Texas Health Catalyst which has deployed \$600,000 to 16 health innovation projects and its WorkSpaces which have attracted a partnership with the Association of British Health Industries making Austin a landing site for British health companies. Mass Challenge Texas, based on the successful Massachusetts model, launched in Austin in 2017, and Austin Technology Incubator’s Venture Mentoring Service, launched in 2018, is bringing MIT’s renowned entrepreneurial mentoring program to Texas. CCI’s partners have held educational and workshop programs that have engaged more than 1,000 attendees. A consortium of nine organizations formed in June to commit funding to an accelerator program designed to support Texas companies seeking federal small business financing. The Innovation District plan seeks to create a framework for even more strategic collaboration, advancing all our organizations by growing health innovation and business opportunities and activity in Austin.
- **The story of health/life science innovation.** Website, social media, and other digital and physical collateral by Dell Med, the Greater Austin Chamber of Commerce, Capital City Innovation, and others seek to tell the story of Austin’s health and life science innovation. Monthly blogs share

news and events. (Inter)National representation includes the Association of University Research Parks, SXSW, the Consumer Electronics Show, the Biotechnology Industry Organization. The Austin Healthcare Council, with the leadership of Dell Med, attracted Modern Healthcare's annual summit to Austin. Austin's Innovation District will increase our region's visibility for health and life science innovation through media engagement and in national conferences and event platforms.

While these elements are a fine starting point, additional steps will catapult the plan for Austin's Innovation District:

- An endorsement from regional leaders of the plan for creating, managing, and growing the Innovation District concept;
- A mandate from existing and additional stakeholders to create and empower an organizing entity (potentially CCI), and engagement from them on its governance and guidance; and
- Support for a sustainable Innovation District business model.

What Is the Innovation District's Business Model?

The district's underlying model links the interests of the community, innovators and real estate developers.

Collaboration ensures an innovation district's economic sustainability. Just as shopping district developers engage and support retailers and customers to help drive the shopping district's overall success, innovation district developers align their own success with that of innovators and the community.

This alignment can be achieved if a critical mass of property is aggregated around the business of attracting and catering to innovation-focused entities such as academic and corporate organizations. As envisioned here, this alignment would be achieved through the Stakeholder Charter, which will create a set of principles coordinating property development with innovation programs and community benefit that ultimately drives business attraction. Direct and indirect contributions by the stakeholders will vest them in the effort; by the same token, the district's direct and indirect benefits (such as financial support of programs, common communications and a recognized identity) will naturally encourage participation by initial and future stakeholders.

The business model that stakeholders develop will determine the Innovation District's ability to invest in, support and scale support programs. Such support is likely to start small but grow over time — the Science Center in Philadelphia, which manages a top-tier, 17-acre innovation district, invests roughly \$4.5 million each year in partnership programs such as business incubation, events, public space activation, and community engagement.

To begin, Austin’s Innovation District needs a minimum of 50,000 square feet — but ideally 100,000–200,000 square feet — of “innovation space.” This space would provide a home for the organizing entity (potentially Capital City Innovation) as well as startups, non-profits, and innovation and community events. Space could be designed with flexibility in mind to allow for future tenants.

Based on Capital City Innovation’s experience in 2017–2018, \$500,000 – 750,000 per year would support operations of the organizing entity to create a stakeholder framework, including outreach, communications and sponsorship and event activities. Planning ahead, to incorporate activities that would power an innovation district scaled to meet Austin’s needs, the business model should plan to grow over about 3–5 years to cover annual innovation and community benefit program expenses of approximately \$2 million, not counting capital development requirements. Program and business attraction activities are scalable to income, and **Appendix 2** outlines some uses of funds and potential renewable revenue sources.

The chartered stakeholder coalition will create a business model and empower the organizing entity to implement it. Initial operating funds must be secured, and a five-year business plan will be developed.

How Will the Innovation District Look – and Work – in the Future?

Austin’s Innovation District will be both a physical place *and* a framework or organization that helps innovators collaborate in ways that improve the community’s health and create inclusive economic growth. Programs and other frameworks designed to support collaboration will help drive innovation outputs; additionally, the Innovation District will be defined by a certain geography. This geography will be determined by the physical assets of the district and its stakeholders, which in turn will fuel the public benefit that the district creates. The geography will also be defined by how the core district connects with and enhances innovation hubs throughout our region.

The Innovation District must connect with existing innovation hubs in Austin, including centers on UT’s campus, Austin Community College, corporate sites (Apple, Google, Luminex etc.), other coworking sites (Galvanize, WeWork, Impact Hub), and vital entities such as Capital Factory. This can be done through joint programming and by providing space within the district for representation by some of these organizations.

Ultimately, the Innovation District aspires to catalyze a Central Texas innovation corridor with name recognition that rivals that of other great innovation regions. Without losing the distinctive creativity that Austin is known for, its Innovation District should be mentioned with Research Triangle and Silicon Valley when anyone asks about the great innovation centers. This is, clearly, an ambitious goal — we can achieve it by creating robust partnerships with organizations in every part of Austin, Georgetown, Round Rock, San Marcos, San Antonio, and elsewhere in the region.

PART 3: PLAN

What Are the Steps to Creating a Structure for Austin’s Innovation District?

This plan proposes a number of steps for creating an “non-equity joint venture” style framework for Austin’s Innovation District that will be based on an “opt-in” coalition, including concepts for governance and management. The plan envisions starting with a core group of stakeholders – most of whom would likely be initially located at or near the redeveloped Brackenridge hospital campus – and maintaining flexibility to allow the district to grow physically and in its membership.

These steps include:

- Engage innovation district stakeholders
- Adopt a charter for the Innovation District
- Nominate or create an organizing entity (potentially Capital City Innovation) for the Innovation District

1. Engage Innovation District Stakeholders

Capital City Innovation will identify and engage stakeholders of the Innovation District. This process will define the properties that will comprise the initial venue of the district, as well as a coalition of leaders who will, with their organizations, help develop and support a business and development plan for the district. The initial group of stakeholders will include property owners (beginning with UT Austin (with the Dell Medical School) and Central Health (with the Brackenridge hospital campus)), owners or managers of other significant anchors (such as the Waller Creek Conservancy and Seton), and representatives of the communities and entities that align with the district’s core strategy. Additional property owners and civic anchors will be incorporated as the Innovation District grows. Ultimately, representatives of organizations outside the target zone, but with substantial interest in or intersection with the district, may also be included.

The coalition of stakeholders will provide a leadership framework by which to:

- Consider the physical area cohesively
- Plan public benefit and innovation programs
- Plan for the district’s brand identity, communications and business attraction efforts
- Build a business model that synergistically links the goals of property owners (attracting tenants and increasing property values) with that of the mission-based stakeholders (collaborative innovation that improves health and that creates inclusive economic opportunities)

The coalition will meet quarterly or as needed. The stakeholder list will be fluid. Membership will be voluntary and will likely grow over time, initially by strategic invitation and ultimately by organic evolution. Ensuring diverse stakeholders will leverage Austin’s breadth of research and development strengths, helping to further grow our industry clusters.

2. Adopt a Charter for Austin’s Innovation District

Innovation districts function when the goals for properties and other physical assets are supported by the activities and public benefits, creating a positive feedback loop where innovation activities such as business incubation and workforce development lead to interest from tenants and investors that in turn into value for the properties, and ultimately further investment in the activities and public benefit. This win-win-win alignment is often formalized by covenants attached to physical assets.

Austin’s Innovation District will be defined by a charter that captures the district’s vision, its goals, and the common commitments of its stakeholders, who will create and voluntarily adopt the charter. Stakeholders who elect to join the Innovation District will adopt the charter, which will be created, managed and revised by the stakeholders through the work of an organizing entity. An example for a charter is included in **Appendix 3**.

It will define objectives and the roles for achieving those objectives — including the roles of Capital City Innovation and stakeholders themselves — to help the district take root and deliver synergistic benefits to the district, community and stakeholders:

- **The Vision and Governance of the Innovation District:** This will emphasize the commitment of Capital City Innovation and the stakeholders to developing inclusive models of health and economic growth. It also will begin to connect the various master plans across the district. And it will specify stakeholders’ roles in overseeing the district’s organizing entity.
- **A Common Identity and Language:** The charter and stakeholders will specify how the Innovation District will create a common identity and language to define and market the district while complementing and amplifying the brands of the individual stakeholders. This process will also seek ways to leverage Austin’s international platform.
- **Outreach and Attraction:** They also will create a process for expanding outreach and engagement, working with the Chamber and other agencies to help the Innovation District target community, academic, and business collaborations; attract businesses and resources; develop talent; and cycle ideas throughout the district.

- **Programs:** Stakeholders will consider how the district and its organizing entity will participate in and support programming such as business accelerators, incubators, co-working spaces, innovation events, and STEAM/workforce development.
- **Other items:** This could include membership and expansion strategies and conditions.

3. Nominate or Create an Organizing Entity for Austin’s Innovation District

Austin’s Innovation District will have an organizing entity charged with stewardship of the vision and activities of the innovation district as defined via the Charter, and with managing assets and liabilities according to the district’s business model. The organizing entity may be an existing or newly-created corporation and will likely be a non-profit. It will be governed and guided by the district stakeholders, and its brand and identity will be subordinate to that of the Innovation District — it is an enabling body and a steward.

An independent, third-party organizing entity has a number of advantages. It will represent the interests of all stakeholders, serve as a neutral convener, and provide a neutral portal for external partners. Capital City Innovation could act as this entity if district stakeholders support this approach; the stakeholders also could nominate and co-develop an independent entity. The organizing entity will, among other things:

- Manage the charter, its implementation and any amendments;
- Engage stakeholders;
- Coordinate a strategy with stakeholders for the built environment;
- Coordinate marketing and business attraction among the stakeholders;
- Coordinate collaborative programming in the district; and
- Engage in collaborative fundraising for the stakeholders and the district.

How Will Innovation District Activities Be Coordinated?

While Innovation District stakeholders and the organizing entity will focus on a range of activities, three will be critical to achieving the district’s goals and mission:

- Develop a blueprint for the innovation district
- Develop an identity and language
- Develop a common value proposition to attract businesses
- Develop a Roster for Programs and Activity

1. Develop a Blueprint for the Innovation District

A blueprint for Austin’s Innovation District, similar to the blueprint of Tech Square in Atlanta’s midtown, would provide standards, plans, street typologies, and form-based code that will encourage the growth and development of a compact, vibrant, mixed-use neighborhood. The blueprint will outline how the coalition and the city designs, reviews, bids, and builds – providing variance granting power within the

Innovation District. It will also define mechanisms for funding, maintaining and operating capital projects, infrastructure and public safety and maintenance, including grants, philanthropy, city and state funding, and PID funding. The blueprint is expected to include the following elements:

- Existing conditions inventory and analysis: assessing components and their capacity and need for improvement
- Action and Regulating Plans: including guidelines for incentives, design concept plans, approval and funding.
- Innovation Anchor plans: for fast-tracked, small areas that act as catalysts for investment, for example.

2. Develop an Identity and Language

Austin's Innovation District needs a unique brand and language that reflects its eclectic, vibrant, and inclusive city. Concepts of a common brand and common language will be incorporated within the district charter; they are intended to complement and emphasize — not replace or drown — the brands and language of individual stakeholders.

The Innovation District brand and language will define the common values of stakeholders and their commitment to inclusive health and economic growth. They will suggest and invoke (but not dictate) the kinds of businesses, non-profits, investors, collaborations and relationships that the district supports. The brand and language will be used in digital and print marketing, in wayfinding around the district, and as a tool for stakeholders as they engage with investors, donors, and collaborators.

Developing a cohesive identity, language, and feel for the Innovation District will also require some collaboration among significant property owners, who will help stitching together the various master plans that cover properties and developments within the district. ***This does not require relinquishing control on any particular site.*** Rather, the district will work with property owners and developers to create alignment with plans and strategies that directly benefit those owners and developers as well as the district and the wider community. The Innovation District coalition will create a forum for discussing and sharing plans, such as those shaping UT's Health District, the Texas Capitol Complex, the Waller Creek Conservancy's parks network, the city's cultural district and social services, the Austin Convention Center, and others.

The branding exercise should begin as initial stakeholders are recruited and the charter is developed, so that the brand can be unveiled with the announcement of an initial development. Coordination of publicity and branding is critical. The process will begin with a stakeholder work session to review current branding efforts across the district (including Waller Creek and other individual developments) and start planning for a cohesive identity.

3. Develop a Common Value Proposition for Business Attraction

The built environment makes Austin's Innovation District an attractive location — what sets it apart is the engagement of stakeholders in common programming that enables collaborative innovation.

The Innovation District will partner with individual stakeholders and with other organizations in and around Austin to conduct a market evaluation and to develop a specific business attraction strategy. This will include an asset map showing stakeholders' facilities, talents, and other resources; a list of organizations to specifically target and attract; and a plan for outreach and meetings.

The goal is to engage with outside organizations that may wish to do the following:

- Collaborate with or invest in the district, its programs, or the entities or stakeholders within it
- Establish a physical presence within the Innovation District

This value proposition and business attraction strategy should be designed to grow small programmatic investments into, over time, a larger presence in the district.

The district's organizing entity will create connections with facilities, professional services, technical and clinical connections, and other connections to provide a soft landing in Austin for organizations that fit the district's vision. **Appendix 4** outlines a starting point for a digital piece that highlights innovation district assets to target organizations.

4. Develop a Roster for Programs and Activity

Innovation districts differentiate themselves from other developments by providing a direct portal for access and collaboration. They create opportunities for connectivity among diverse stakeholders and residents that don't exist elsewhere.

While close proximity helps, the Innovation District needs systemic pathways — connecting academic, entrepreneurial, corporate, non-profit, and government stakeholders — to achieve this connectivity. Eventually these pathways may take root and grow organically. But in these early stages, they require programs that specifically encourage engagement and interaction among diverse innovators. They lower the cost of collaboration by making it easier for innovators to find each other, by connecting resources, and by creating third-party honest-broker platforms to help stakeholders. Programs may be unstructured (such as networking events) and structured (such as accelerators), designed to achieve a spectrum of targeted and spontaneous outcomes.

Such programs will help realize the Innovation District's community benefit potential. They also are central to the district's value proposition and business attraction narrative. So the district, as a component of its Charter, will support programs designed to create and grow collaborative innovation among stakeholders and outside entities. Initially the district will focus on programs that promote:

- Creative placemaking

- Investment in technology and business development
- Interaction among diverse innovators
- Capacity building (specifically STEAM education and workforce development)

Many of these programs already exist — the Innovation District will support those that help achieve the dual goals of inclusive health and inclusive economic growth. The table below shows existing and proposed programs that could be supported by Austin’s Innovation District (again, for discussion purposes only; this list is not prescriptive or exhaustive).

Creative Placemaking	Street fairs, Waller Creek/DAA placemaking, Red River Trust, way-finding and signage, public realm
Technology and Business Acceleration and Incubation	Dell Med’s Texas Health Catalyst and workspaces, ACC, SBIR/STTR microgrants, global soft landing, non-profit incubator
Diverse Innovator Engagement	Dell Med’s Center for Place Based Initiatives, UnChartered.Health, Partner events (e.g., with AHC)
STEAM and Workforce Development	AISD and charter connections, Impact Hub’s Workforce Accelerator, company internships

These programs create the narrative and surface the human stories that will make the Innovation District desirable to innovators, corporations, and investors. The programs create the framework through which *resources* and *talent* are inclusively grown and attracted, and more easily cycle and interact. The charter, and its management by a neutral convener, ensure that programs adhere to the core goals of the Innovation District – health and economic growth for all.

How Will the Innovation District Get Started?

Capital City Innovation is well-positioned to take the first steps creating a framework for establishing and managing the stakeholders coalition, the charter creation, core district activities, and the creation of a 5-year business plan.

The key activities and timeline outlined in this Roadmap are shown here:

	Q3'18	Q4'18	Q1'19	Q2'19	Q3'19	Q4'19
Complete the initial roadmap	█					
Engage initial Stakeholders and create a charter	█	█	█			
Build a common identity and outward-facing messaging		█	█			
Adopt a physical blueprint, expansion plan, and program priorities			█	█		
Finalize the business model and 5-year strategic plan				█	█	█

How can you participate?

CCI is seeking support from Austin organizations to participate in one or more of the following ways:

- **For property owners, active innovators, and potential investors:** Sign on to become a part of the initial Coalition of Stakeholders by contributing to and adopting the charter that commits your organization to being part of Austin’s Innovation District.
- **For interested stakeholders:** Become a leader-advocate for the Innovation District by joining a working advisory group and sharing stories about the district, innovation districts generally, and the potential value for the community.

Appendices

1. Maps of potential core components of Austin’s Innovation District
2. Potential Innovation District sources and uses of funds
3. Business Attraction

Appendix 1: Maps of the Innovation District



Image created and provided by the downtown Austin Alliance

The purple box indicates the target area for the Innovation District, with concentric rings indicating projected areas of direct economic and programmatic impact. Inset: starting area of the Innovation District in 2018, showing UT's Dell Medical School, Central Health's Downtown Campus, and the northern end of the Waller Creek Parks.

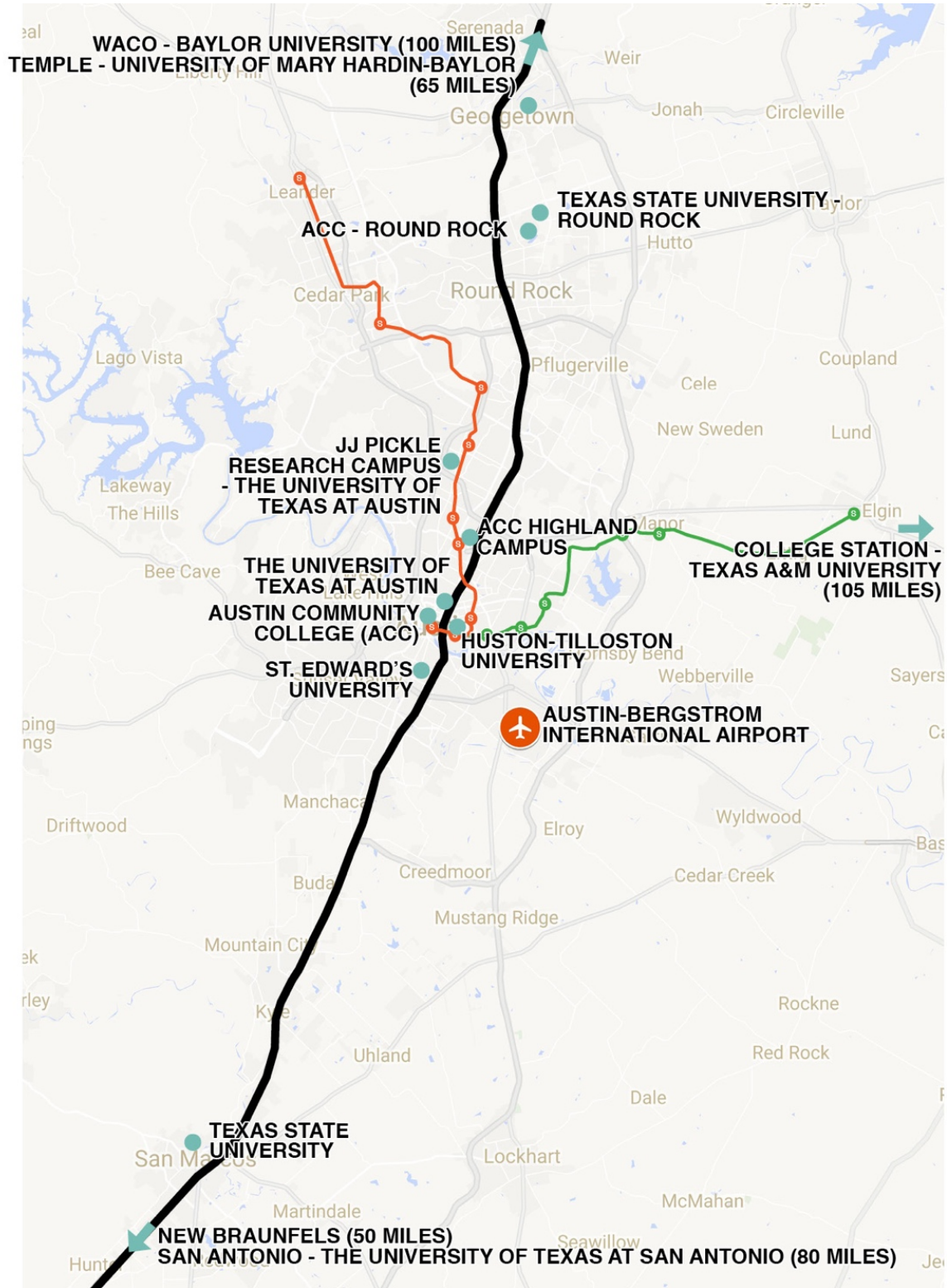


Image created and provided by the downtown Austin Alliance

The Innovation District is part of a larger innovation corridor that initially runs from Round Rock to San Marcos, but ultimately extends from Temple to San Antonio.

Appendix 2: Financial Model

Uses of Funds

The below table indicates the potential main uses of funds, and how the operations of the Innovation District may grow over five years.

	Y1	Y5
Programs and Community Engagement	\$95,000	\$1,750,000
Strategy and Business Attraction	\$80,000	\$190,000
Staff	\$330,000	\$600,000
Operations	\$40,000	\$75,000

Programs and business attraction are scalable to revenues and value creation.

Revenue Model

Like any innovation district, Austin’s Innovation District will have a diversified business model that generates revenues for management operations, outreach, business attraction, and collaborative innovation programs. The Stakeholders will work with the Organizing Entity to explore a number of potential renewable revenue streams for the innovation district:

Direct contributions	From Stakeholders, for example, for operations of the organizing entity.
Property “use” contribution	5 percent of property use could go toward innovation purposes such as business incubation or events.
Innovation fund	Could take the form of an amenity fee, e.g., \$0.75 per square foot, and typically passed along to tenants as a component of rent.
Management fees	The organizing entity could provide management services to property owners within the district for a fee.
Asset base	Properties (e.g., government) could be used for development projects with substantial community benefit.
Public improvement financing	Might include tax increment financing or similar mechanisms.
Government and philanthropy	Grants and donations could fund general operations or specific programs.

Appendix 3: Business Attraction

INNOVATE WITH AUSTIN, TEXAS!

Austin is the crucible for innovations in community well-being, with the perfect balance of opportunities to test, refine, validate, and scale bold new ideas.

RE-THINK HEALTH

Prior to 2015, Austin was the largest city with a tier 1 university and no academic medical establishment.

In 2012, Austin residents created the Dell Medical School at the University of Texas by vote. This has created a strong connection and commitment to the community.

Innovative partnerships with Seton/Ascension Health and with Central Health, a public payer, create unique opportunities to re-think all aspects of health.



IN GOOD COMPANY

Austin's Innovation District is a downtown neighborhood that networks with creative hubs across the region. With the support of Travis County and the City of Austin, the Austin Innovation District is the product of a partnership among academic, clinical, civic, and business leaders.



A Charter for a Consortium of Organizations Comprising Austin's Health Innovation District

DRAFT

01/09/19

This is a template for discussion purposes only. The founders of the consortium shall direct the drafting and adoption of a final version of the charter. The charter shall be updated by the members of the consortium as needed. This consortium is an experiment in collaboration for a new kind of innovation district!

Background and Preamble

This Charter describes a non-equity joint venture by and between entities that are Partners of Austin's Health Innovation District (also known as the Innovation Zone), by virtue of their ownership, management, or stewardship of property and/or significant interest in the creation, growth, and success of the Innovation District as a long-term investment in the community.

The Partners share a number of common goals that include (but are not limited to):

- Improving health for all members of the community, especially those who need it most;
- Creating community vitality through sustainable development;
- Supporting innovation through collaboration of diverse individuals and organizations;
- Stewarding accessible, value-generating, inclusive, and strategic growth in Austin;
- Facilitating positive regional impact and inclusive economic growth

The Partners believe that creating value and driving inclusive economic opportunities can be achieved when the diverse stakeholders of the Innovation District share common identity and values.

The Partners therefore create this non-equity joint venture to collaboratively build and grow Austin's Innovation District, and agree as follows:

1. Membership. Organizations seeking to become Partners shall be admitted to the Innovation District by simple majority approval of the then Partners, based on the organization's alignment with the goals of the Innovation District. Each organization's participation shall be defined on the basis of a specific vehicle, such as a particular property or function that is, or will be, aligned with the vision of the Innovation District. Each organization's participation shall be formalized by a Memorandum of Understanding (the "MOU") outlining the specific vehicle of their partnership, the adoption of this Charter, and any specific manifestations of their commitment.
2. Organization. The Partners shall nominate an Organizing Entity to coordinate Partners and steward the consortium activities as outlined by the Charter. In the first instance, the Organizing Entity shall be Capital City Innovation.

3. Governance. The Organizing Entity shall create a procedural protocol for meeting, communicating and coordinating activities by Partners as outlined in the Charter. Each Partner shall nominate one or more representatives to represent its organization and to enact such activities as are required under the Charter. Organizations that are not Partners may be invited to participate in meetings or activities, but not to vote.

4. Commitments. The Partners commit to the following activities, as clarified in the individual MOU outlining their participation:

a. Identity and Communications. The Partners shall develop, adopt, and use a shared identity and language relating to the Innovation District and its partnership, initially “Austin’s Innovation District”. Partners shall have the right to market themselves as a part of Austin’s Innovation District, and to use such marks, logos and other materials as appropriate. Partners will also contribute data and narrative that may be used in developing the collective story of “Austin’s Innovation District”. The Organizing Entity shall conduct development of materials and branding, business attraction, and marketing of the Innovation District with the input of Partners, and in collaboration with existing marketing and business attraction organizations including the City, the County, the State and the Chamber of Commerce. Shared identity and communications shall not preclude Partners from their individual branding and marketing activities.

b. Programs. The Partners shall enable such innovation programs across the Innovation District that align with the mission of health, community vitality, and inclusive economic growth. Such programs will include existing or new activities that may be delivered by individual Partners, by the Organizing Entity or others on behalf of the Innovation District. Innovation District programs will be selected and designed to 1) drive targeted innovation outputs such as health and community vitality and/or 2) maximize attraction of business, community, and other users of innovation district facilities. Programs will be supported financially by the Innovation District and will be available to all Partners of the Innovation District. Partners will vote upon a roster of such programs that will receive support from Innovation District funding. Such programs may include indoor or outdoor events, business accelerator or incubator programs, workforce development and STEAM education programs, among others. Programs will be selected on the basis that they promote the community benefit of the Innovation District and raise the national profile of Austin’s Innovation District, thereby driving value creation.

c. Common Environment. The Partners shall agree upon a physical defined boundary of the Innovation District that is described by the physical footprints of their collective assets. The boundary is not expected to be contiguous and is expected to change and evolve over time. The Partners shall participate as stakeholders in any ongoing district planning efforts (a “Blueprint”) that shall include design and concept plans for public spaces, mobility and innovation amenities among other things. Partners shall share development strategies to enable synergy and best uses of shared amenities.

d. Business Model and Funding. The Partners shall agree upon, and work collaboratively, to achieve, funding models that will support marketing and communications, business attraction, programs, and operations of the Innovation District. Such funding models may include public investment, direct contributions by Partners, the assessment of an “innovation amenity fee” on leases, and the rent-free contribution of space for innovation program uses, among others.

e. Best Practices for Economic Growth. The Partners shall develop and adopt a set of non-binding best practices for economic growth, such as in the areas of:

- Inclusion and diversity in governance and oversight
- Local hiring
- Others as agreed upon by the Partners

Partners will support these best practices within their own organizations and will encourage their adoption by tenants and other organizations located within the Innovation District. The creation of mechanisms that enable the implementation of these best practices will be facilitated by the Organizing Entity as needed. While these best practices are non-binding, Partners will be encouraged to obtain and contribute data that describe their implementation.

f. Grow and Advocate for the advancement of the Innovation District. Partners will support the Organizing Entity in publicizing the model for Austin’s Innovation District, in advocating for specific benefits from City, County, State, and Federal agencies that support the Innovation District, and in recommending, eliciting, and reviewing participation from new coalition partners.

5. Voluntary Partnership. Each Partner shall participate voluntarily and may terminate their participation immediately upon notice to the Organizing Entity. The commitments and activities outlined in this joint venture are not intended to impact on the rights of any Partner to conduct planning, development, marketing and communications, and any other activity regarding the vehicle it has nominated as the basis for its participation.



CENTRAL HEALTH

**CENTRAL HEALTH BOARD OF MANAGERS
STRATEGIC PLANNING COMMITTEE**

January 15, 2019

AGENDA ITEM 4

Receive and discuss an update on Communications and Community Engagement activities and initiatives.

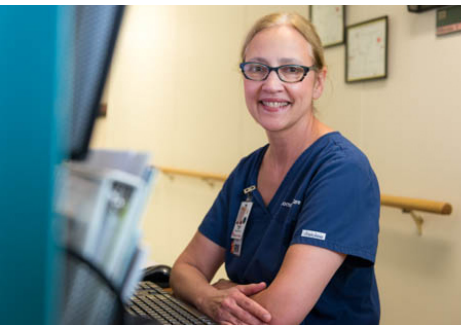


CENTRAL HEALTH

Communications & Community Engagement A Comprehensive Approach

Communications & Community Engagement
January 15, 2019

Ted Burton, Vice President of Communications



How we do it: Tactics & Tools

Media Relations

Public Education

Community
Outreach

Government
Affairs

Internal
Communications

Board of
Managers

Community
Engagement

Advertising/
Marketing



New Clinic or Service Launch Sample Timeline

1-2 Months

Community Outreach

- Speaking engagements, presentations, flyer distribution (faith-based, schools, partners, businesses)
- Event tabling
- Direct mail

Community Engagement

- Advisory Committees
- Neighborhood associations

Government Affairs

- 1:1 meetings

2 Weeks

Community Outreach (continues)

Community Engagement

- E-newsletter & emails
- Event invitations
- Website announcements

Government Affairs

- Flyer distribution
- Event invitation

Media Relations

- Press release/reporter desk side visits

Social Media

- Facebook/Twitter/Instagram/LinkedIn

Launch

Community Engagement

- Open House (residents, partners, elected officials)
- E-newsletter/email

Media Relations

- Press Conference/photo op
- Media Coverage

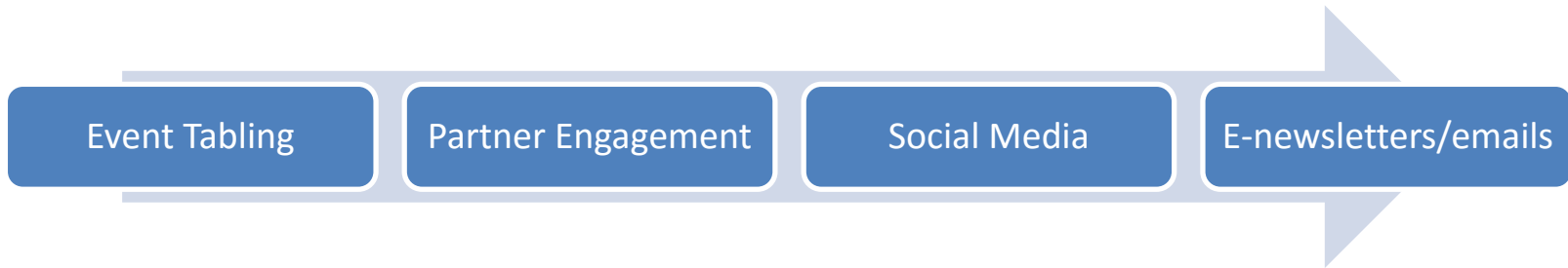
Social Media

- Facebook/Twitter/Instagram/LinkedIn

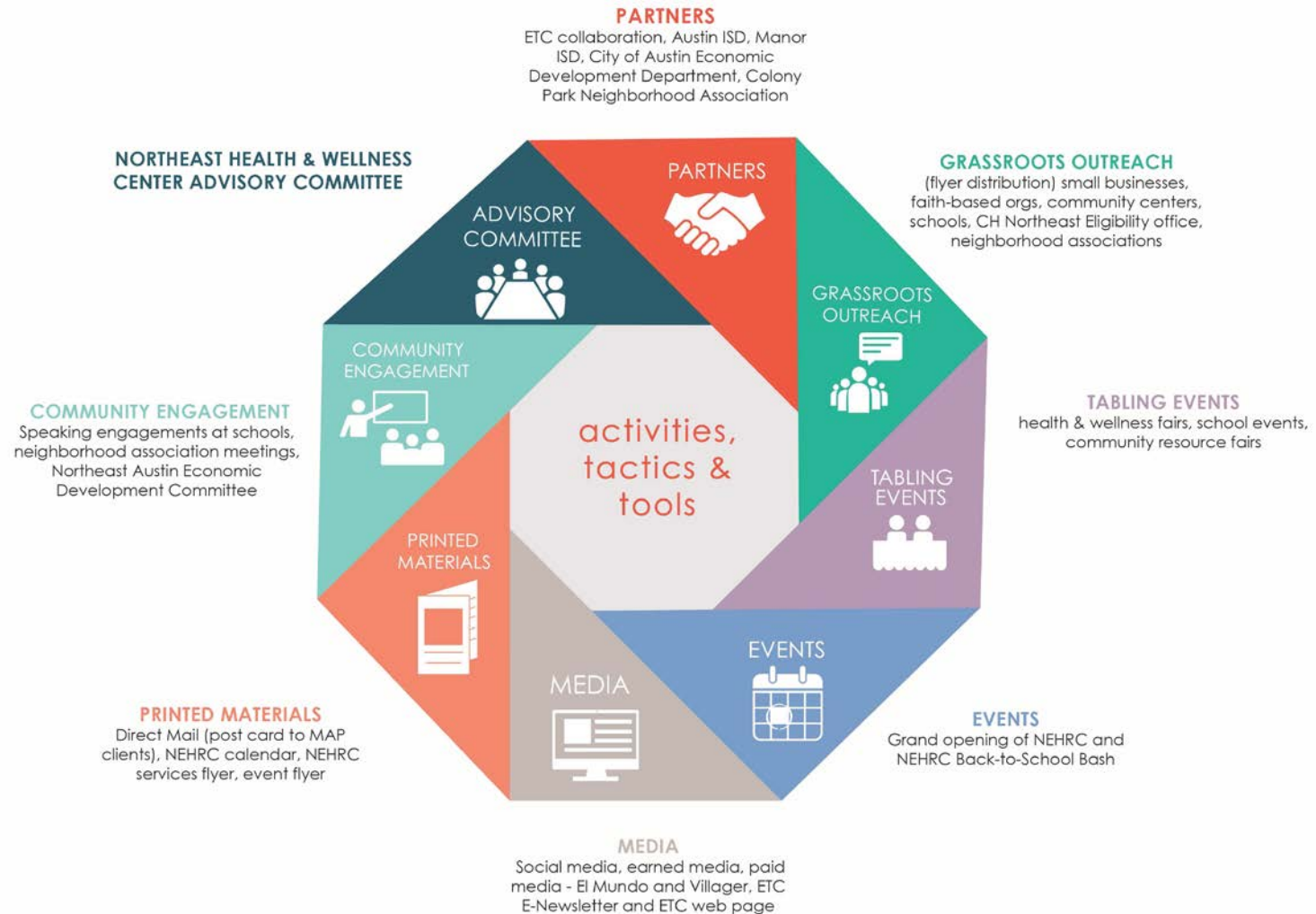


New Clinic or Service Launch Sample Timeline

Ongoing Marketing and Outreach



Northeast Health Resource Center



Northeast Health Resource Center (Collateral Material Samples)

CENTRAL HEALTH
NORTH NEIGHBORHOOD

NEW SERVICES COMING TO YOUR AREA

Services Available

- Health coverage eligibility and enrollment assistance
- Basic needs application assistance
- Health screenings
- Diabetes education
- WIC services

Servicios Disponibles

- Asistencia de elegibilidad
- Asistencia para suplir sus necesidades básicas
- Exámenes de salud
- Servicios de la diabetes
- Servicios de WIC

CentralHealth.net/EasternTrayCo



GET CARE NEAR YOU
OBTIENE ATENCIÓN CERCA DE UO.

Northeast Health Resource Center
Volma Overton Elementary School, Portable 7B
7201 Colony Loop Drive Austin, Texas 78724
Monday-Friday, 9:30-8:30 p.m. | Saturday, 8 a.m.-3 p.m.

CENTRAL HEALTH

JOIN US FOR THE GRAND OPENING OF THE Northeast Health Resource Center

SATURDAY, APRIL 21, 2018
10 a.m. – 1 p.m.
Volma Overton Elementary, Portable 7B
7201 Colony Loop Drive, Austin, TX 78724

- Free food and refreshments
- Tours
- Free health screenings
- Prizes

Celebrating the Opening of a Neighborhood Health Center
eligibility services | basic needs application assistance | health screenings

centralhealth.net | 512.978.8130 | @centralhealthtx



GRAND OPENING

Saturday, April 21, 2018, 10 a.m. - 1 p.m.
Northeast Health Resource Center
Volma Overton Elementary School, Portable 7B
7201 Colony Loop Drive Austin, Texas 78724

Enjoy

- Free food and refreshments
- Tours
- Health screenings
- Prizes

Disfrute de

- Antojitos y refrescos gratis
- Recordos del centro
- Exámenes de salud
- Premios

Celebrating the opening of a neighborhood resource center.
Celebrando la inauguración de un centro de salud.

* Food and prizes donated by the City of Austin Public Health Department and Austin Police Department

centralhealth.net | 512.978.8130 | @centralhealthtx

stamp

address

CENTRAL HEALTH

October 2018

NORtheast Health Resource Center
Volma Overton Elementary, Portable 7B
7201 Colony Loop Drive, Austin, Texas 78724

* From October 1st to 6th, services will be offered at Turner-Roberts
Recreation Center: 7201 Colony Loop Drive, Austin, TX 78724.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 *Eligibility Services of TR 3:30 - 5 p.m.	2 *Health and Human Services of TR 2 - 4 p.m.	3 *Diabetes Education of TR 6:30 - 8 p.m.	4 *CommunityCare of TR 8:30 a.m. - 2 p.m. *Health and Human Services of TR 2 - 4 p.m.	5 *Health and Human Services of TR 9 a.m. - 1 p.m.	6 *Health and Human Services of TR 9 a.m. - 1 p.m.
7	8 Eligibility Services 3:30 - 5 p.m.	9 Health and Human Services 2 - 4 p.m.	10 Health Screenings 3:30 - 5:30 p.m. Diabetes Education 6:30 - 8 p.m.	11 Health and Human Services 2 - 4 p.m.	12 Health and Human Services 9 a.m. - 1 p.m.	13 Health and Human Services 9 a.m. - 1 p.m.
14	15 Eligibility Services 3:30 - 5 p.m.	16 Health and Human Services 2 - 4 p.m.	17 WIC Services 9 - 11 a.m. Diabetes Education 6:30 - 8 p.m.	18 CommunityCare 8:30 a.m. - 2 p.m. Health and Human Services 2 - 4 p.m.	19 Health and Human Services 9 a.m. - 1 p.m.	20 Health and Human Services 9 a.m. - 1 p.m.
21	22 Eligibility Services 3:30 - 5 p.m.	23 Health and Human Services 2 - 4 p.m.	24 Health Screenings 3:30 - 5:30 p.m. Diabetes Education 6:30 - 8 p.m.	25 CommunityCare 8:30 a.m. - 2 p.m. Health and Human Services 2 - 4 p.m.	26 Health and Human Services 9 a.m. - 1 p.m.	27 Health and Human Services 9 a.m. - 1 p.m.
28	29 Eligibility Services 3:30 - 5 p.m.	30 Health and Human Services 2 - 4 p.m.	31 Diabetes Education 6:30 - 8 p.m.			

<p>CITY OF AUSTIN PUBLIC HEALTH</p> <p>To schedule an appointment for screening services, WIC Services, blood pressure, blood sugar and cholesterol, please call 512.972.5023.</p>	<p>CENTRAL HEALTH</p> <p>To schedule an appointment for eligibility enrollment services for Central Health's Medical Access Program (MAP), Medicaid, CHIP, TX Healthy Women, and Family Planning applications, please call 512.978.8130.</p>	<p>TRAVIS COUNTY HEALTH & HUMAN SERVICES</p> <p>To schedule an appointment for basic needs applications assistance, please call 512.492.2573.</p>
<p>CITY OF AUSTIN PUBLIC HEALTH & COMMUNITY DIABETES INITIATIVE</p> <p>How to manage type-2 diabetes, to schedule an appointment call 512.972.8789.</p>	<p>CommunityCare</p> <p>To schedule an appointment for primary care services, physicals and acute care, please call 512.978.9015.</p>	

Services will be offered by Central Health, City of Austin Public Health, and the Travis County Health & Human Services Department. We are thankful to the Austin Independent School District for allowing us the use of a portable classroom on the Volma Overton Elementary School campus.

centralhealth.net | 512.978.8130 | @centralhealthtx

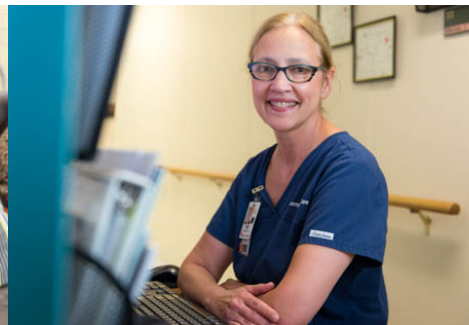


CENTRAL HEALTH

Public Education Initiative Timeline Phase 2

Communications & Community Engagement
January 15, 2019

Ted Burton, Vice President of Communications



Calendar

Milestones/Tactics	Timeline
Scope of Work Negotiations & Discovery	January
Website User Experience (UX) & Design	Feb. - March
Branding (Exploration, research)	Feb. - May
Creative Development & Production	April - May
Paid Media	June - Sept.
Post-Initiative Measurement Survey	September



COMMUNICATION, COMMUNITY ENGAGEMENT AND OUTREACH ACTIVITIES, TACTICS, AND TOOLS

MEDIA RELATIONS	<ul style="list-style-type: none"> • Regularly Placed Stories • By-lined Articles/Op-Eds • Letters to the Editor • Editorial Board Visits • News Conferences 	<ul style="list-style-type: none"> • Media Alerts • Press Releases • Online Newsroom • Media List
PUBLIC EDUCATION	<ul style="list-style-type: none"> • Awareness Survey • Social Media • Infographics • Explainer Videos 	<ul style="list-style-type: none"> • Videos • Public Reports (e.g. fact sheets, Q/As) • Public Presentations • Website
ADVERTISING/ MARKETING	<ul style="list-style-type: none"> • Public Awareness/Education Initiative • Digital media • Website • Social media: • Facebook • Twitter 	<ul style="list-style-type: none"> • Instagram • YouTube • LinkedIn • Search Engine Optimization • Pay-per-click
COMMUNITY OUTREACH	<ul style="list-style-type: none"> • Tabling at <ul style="list-style-type: none"> ○ School Events ○ Faith-Based Events ○ Health & Wellness ○ Resource Fairs 	<ul style="list-style-type: none"> • Speaking Engagements • Street Team Campaigns • Enterprise Outreach Events • Cross-Marketing Partnerships • Ambassador Trainings
GOVERNMENT AFFAIRS	<ul style="list-style-type: none"> • 1:1 Meetings • Presentations • Budget Briefings 	<ul style="list-style-type: none"> • Social Media • 1:1's • Workshops
BOARD OF MANAGERS	<ul style="list-style-type: none"> • PowerPoint presentations • Infographics • Collateral pieces 	<ul style="list-style-type: none"> • Talking points • Email ("In the News")
INTERNAL COMMUNICATIONS	<ul style="list-style-type: none"> • Email • E-newsletters • Peer-to-peer Recognition Programs • Enterprise Meetings/Events • Social Media 	<ul style="list-style-type: none"> • Employee Orientation Video • Social Media • Website • Trello • Insightly
COMMUNITY ENGAGEMENT	<ul style="list-style-type: none"> • Community Conversations • Stakeholder breakfasts • Community Advisory Committees • Public hearings • Stakeholder/consumer interviews and surveys (in person, online, phone) • Focus groups • Adequately responding to non-PIR public inquiries • Speaking engagements at neighborhood meetings, schools, and relevant interest group meetings 	<ul style="list-style-type: none"> • Community Health Champions • Conflict mediation • Facilitating internal communication • Assigning staff liaisons to update stakeholder groups on project status • Organizing public supporters • Community events (i.e. back-to-school, free summer lunch) • Email/e-newsletters • Website • Social media

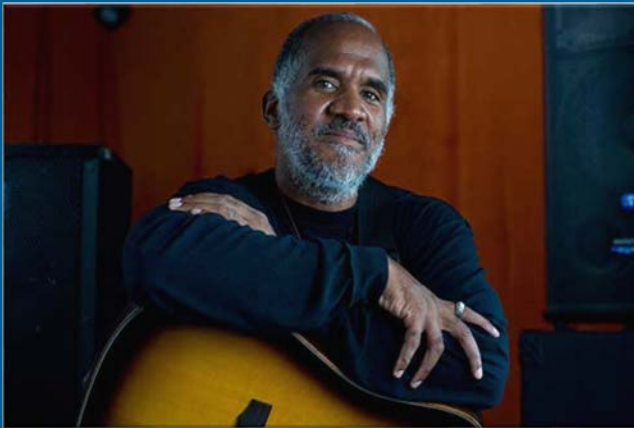


CENTRAL HEALTH

(512) 978-8000

www.centralhealth.net

@centralhealthtx





CENTRAL HEALTH

CENTRAL HEALTH BOARD OF MANAGERS
THE STRATEGIC PLANNING COMMITTEE

January 15, 2019

AGENDA ITEM 5

Receive and discuss Strategic Work Plan 2.6, *Cancer Care*, including the strategy reporting schedule, strategy sheets, and related measures or dashboards.



Strategy 2.6	
Cancer Care: Determine the scope of Central Health’s role in cancer care programs.	
Lead Department/Team:	
Central Health, Office of Chief Strategy Officer, Monica Crowley	
Contributing Department/Teams:	
CH Strategy, CCC Strategy	
Fiscal Year 2019 Key Milestones	
Q2	<ul style="list-style-type: none"> • CCC update regarding cancer care initiatives
Q3	<ul style="list-style-type: none"> • Receive updates from partners and stakeholders around community efforts
Q4	<ul style="list-style-type: none"> • Determine CH scope and participation – including determination of whether there are any identified fundable projects or planning initiatives for FY2020
Fiscal and Budget Information	
Budget:	
Specific Allocated Amount or Absorbed in Current Operations:	
Current Total Expenditures:	\$0
Next Scheduled Update: February 2019	



CENTRAL HEALTH

**CENTRAL HEALTH BOARD OF MANAGERS
THE STRATEGIC PLANNING COMMITTEE**

January 15, 2019

AGENDA ITEM 6

Discuss a funding resolution related to the development and delivery of future programs and services with non-clinical partners.



**CENTRAL
HEALTH**

**CENTRAL HEALTH BOARD OF MANAGERS
THE STRATEGIC PLANNING COMMITTEE**

January 15, 2019

AGENDA ITEM 7

Confirm the next regular Strategic Planning Committee meeting date, time, and location.