

**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**

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**AD HOC PHILANTHROPY COMMITTEE MEETING**

**Wednesday, September 10, 2025, 3:30 p.m.**

**Videoconference meeting<sup>1</sup>**

**A quorum of the Committee and the presiding officer will be present at:**

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

Members of the public may attend the meeting at the address above, or observe and participate in the meeting by connecting to the Zoom meeting link listed below (copy and paste into your web browser):

<https://us06web.zoom.us/j/82586272988?pwd=9q8wDMiqAal1eFFVYgR1EHmKrqD5xv.1>

Meeting ID: 825 8627 2988

Passcode: 117569

Links to livestream video are available at the URL below (copy and paste into your web browser):

<https://www.youtube.com/@tchealthdistrict/streams>

Or to participate by telephone only:

Dial: (346) 248 7799

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Passcode: 117569

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A member of the public who wishes to make comments virtually during the Public Communication portion of the meeting must properly register with Central Health **no later than 2:00 p.m. on September 10, 2025**. Registration can be completed in one of three ways:

- Complete the virtual sign-in form at <https://www.centralhealth.net/meeting-sign-up/>;
- Call 512-978-9190. Please leave a voice message with your full name and your request to comment via telephone at the meeting; with the name of the meeting at which you wish to speak; or
- Sign-in at the front desk on the day of the meeting, prior to the start of the meeting.

Individuals who register to speak on the website or by telephone will receive a confirmation email and/or phone call by staff with instructions on how to join the meeting and participate in public communication.

### **PUBLIC COMMUNICATION**

Public Communication rules for Central Health Board and Committee meetings include setting a fixed amount of time per person to speak and limiting Committee responses to public inquiries, if any, to statements of specific factual information or existing policy. The Public Communication portion of the meeting will begin at approximately 5:30 p.m.

### **REGULAR AGENDA<sup>2</sup>**

1. Approve the minutes of the June 25, 2025 Ad Hoc Philanthropy Committee meeting. (*Action Item*)
2. Receive and discuss progress on the components of the philanthropy business plan, including a summary of the Austin philanthropic landscape, results of stakeholder perceptions and engagement, and an update on engaging counsel on entity formation.<sup>3</sup> (*Informational Item*)
3. Confirm the next regular Ad Hoc Philanthropy Committee meeting date, time, and location. (*Informational Item*)

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<sup>2</sup> The Ad Hoc Philanthropy Committee may take items in an order that differs from the posted order and may consider any item posted on the agenda in a closed session if the item involves 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 or participate via videoconference to discuss matters on the Committee agenda. However, Board members who are not Committee members will not vote on any Committee agenda items, nor will any full Board action be taken.

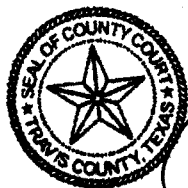
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Cualquier persona con una discapacidad que planee asistir o ver esta reunión y requiera ayudas o servicios auxiliares debe notificar a Central Health con la mayor anticipación posible de la reunión, pero no menos de dos días de anticipación, para que se puedan hacer los arreglos apropiados. Se debe notificar al Gerente de Gobierno de la Junta por teléfono al (512) 978-8049.

Consecutive interpretation services from Spanish to English are available during Public Communication or when public comment is invited. Please notify the Board Governance Manager by telephone at (512) 978-8049 if services are needed.

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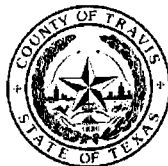


Came to hand and posted on a Bulletin Board in the  
County Recording Office, Austin, Travis County, Texas on this the  
31<sup>st</sup> day of September 2025.  
Dyana Limon-Mercado  
County Clerk, Travis County, Texas

By \_\_\_\_\_ Deputy

**D. DAVIS**

**FILED AND RECORDED  
OFFICIAL PUBLIC RECORDS**



*Dyana Limon-Mercado*  
Dyana Limon-Mercado, County Clerk  
Travis County, Texas

**202581214**

Sep 03, 2025 02:01 PM  
Fee: \$0.00      **DAVIDS**

**STAYS IN FILE**



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## **AD HOC PHILANTHROPY COMMITTEE**

# **September 10, 2025**

## **AGENDA ITEM 1**

Approve the minutes of the June 25, 2025 Ad hoc Philanthropy Committee meeting. (*Action Item*)



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## **AD HOC PHILANTHROPY COMMITTEE**

# **September 10, 2025**

## **AGENDA ITEM 2**

Receive and discuss progress on the components of the philanthropy business plan, including a summary of the Austin philanthropic landscape, results of stakeholder perceptions and engagement, and an update on engaging counsel on entity formation.<sup>3</sup>  
(*Informational Item*)





## AGENDA ITEM SUBMISSION FORM

This form is to provide a general overview of the agenda item in advance of posting for the Board meeting. Proposed motion language is a recommendation only and not final until the meeting and may be changed by the Board Manager making the motion. All information in this form is subject to the Public Information Act.

Agenda Item Meeting Date 9.10.2025

Who will present the agenda item? (Name, Title) Virginia Potter, Development Director and Kim Gabbitas, Grants Manager

General Item Description Receive and discuss the further development the components of the philanthropy business plan, including a summary of the Austin philanthropic landscape, results of stakeholder perceptions and engagement, and an update on engaging counsel on entity formation.

Is this an informational or action item? Informational

Fiscal Impact \_\_\_\_\_

Recommended Motion (if needed – action item) \_\_\_\_\_  
\_\_\_\_\_

Key takeaways about agenda item, and/or feedback sought from the Board of Managers:

- 1) A deeper level of knowledge of Austin philanthropic landscape  
An understanding of the results of over 60+ awareness meetings across institutional funders,
- 2) community-based organizations, workforce/Chamber leaders, health care leaders
- 3) An update on philanthropy business plan progress to date  
Clear understanding of what deliverables and work product are coming up for next committee
- 5) meeting

What backup will be provided, or will this be a verbal update? (Backup is due one week before the meeting.) Yes

Estimated time needed for presentation & questions? 90 minutes (60 mins open session presentation and questions, 30 mins closed)

Is closed session recommended? (Consult with attorneys.) Closed session for legal briefing update only



Form Prepared By/Date  
Submitted:

Virginia Potter, prepared on 9.2.2025



**CENTRAL HEALTH**  
TRAVIS COUNTY HOSPITAL DISTRICT

# Philanthropy Committee Update

**Virginia Potter, Development Director**

**Kim Gabbitas, Grants Manager**

**9/10/2025**



# Agenda

- **Committee Feedback from June Meeting**
- **The Bottom Line**
- **Key Follow Ups:**
  - **Austin Philanthropic Landscape**
  - **1x1 Awareness Meeting Results**
- **Next Steps**
- **Contents of Handouts**

# Committee Feedback

**Assessing Austin's philanthropic landscape: 60+ 1:1 meetings show strong interest in partnering with Central Health**

Last Committee Meeting	Your Feedback	For <b>this Committee</b> Meeting
<p><b>Peer District Focused Review</b></p> <p><b>Community Engagement</b> <i>As partners, not as competition</i></p> <p><b>Fundraising Statistics</b> <i>Numbers of donors, average gift sizes</i></p> <p><b>Board Accountability</b> <i>Board make up, fiscal policy examples</i></p> <p><b>By-laws</b> <i>Examples from Parkland and JPS (John Peter Smith) Foundation</i></p>	<p><b>Role &amp; Structure</b> <i>Clarify distinct roles and oversight across District, CommUnityCare, and future entity</i></p> <p><b>Governance</b> <i>Ensure strong bylaws, diverse board composition, and clear authority of the BOM</i></p> <p><b>Accountability</b> <i>Central Health must retain stewardship of funds, strategy, and safeguards</i></p> <p><b>Fundraising &amp; Partnerships</b> <i>Avoid duplication, tailor to donor base, and explore research opportunities</i></p> <p><b>Legal Path Forward</b> <i>Further due diligence on outside counsel options</i></p>	<p><b>Austin Philanthropic Landscape</b> <i>Local and national trends, details on institutional funders, and recommendations</i></p> <p><b>1x1 Awareness Meetings</b> <i>To gauge awareness and alignment in the community</i></p> <p><b>Handouts:</b></p> <p><b>Austin Philanthropic Landscape Assessment</b></p> <p><b>Philanthropy Business Plan Outline</b></p>

# The Bottom Line

## Key take-aways

- **Austin's new and fast-growing wealth is untapped and ready to be engaged**
- **Health system foundations achieve the strongest returns by investing in fundraising talent and infrastructure**
- **Local stakeholders show strong interest in collaborating and learning more about Central Health**
- **We have a unique opportunity to shape the narrative for those unfamiliar with our mission and impact**



# Key Follow Ups:

## Austin Philanthropic Landscape

### 1x1 Awareness Meeting Results

# Austin Philanthropic Landscape

*A perfect storm of opportunity*

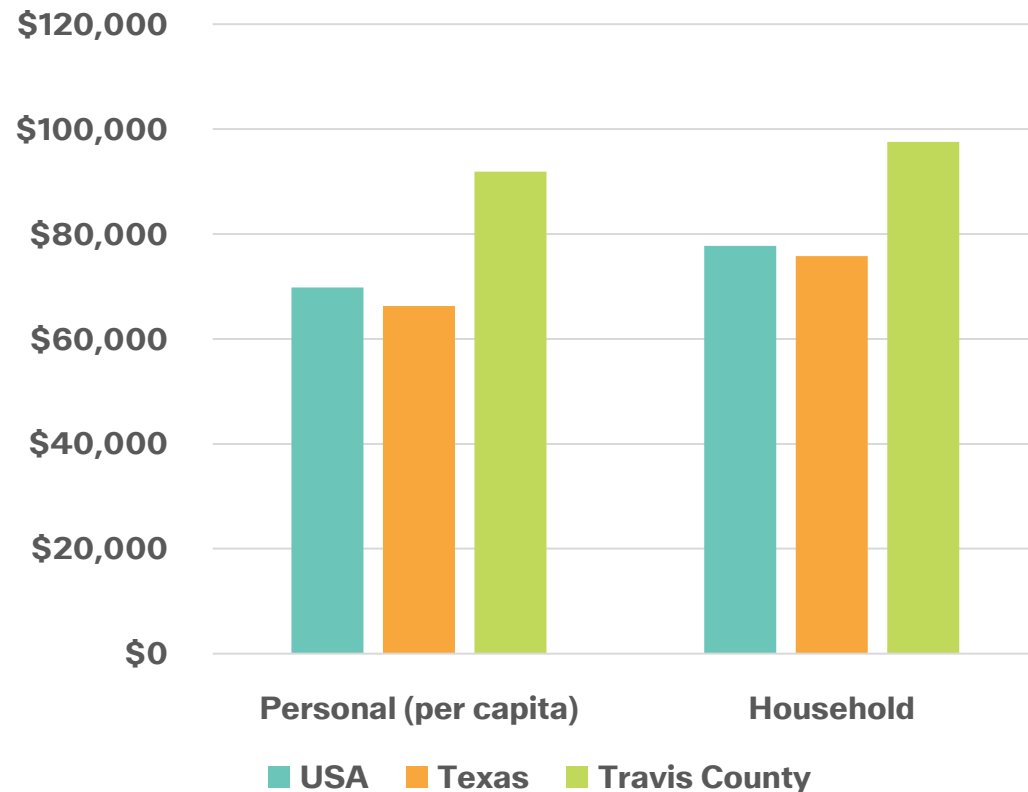
- 1. Austin's demographic and economic growth creates new donor opportunities**
- 2. Corporate interest is high, but giving levels remain modest**
- 3. Fundraising varies year to year, yet health care consistently ranks as a donor priority**
- 4. Health care funders focus on equity and lasting impact**
- 5. Top fundraisers succeed by investing in teams, deepening donor engagement, and demonstrating outcomes**



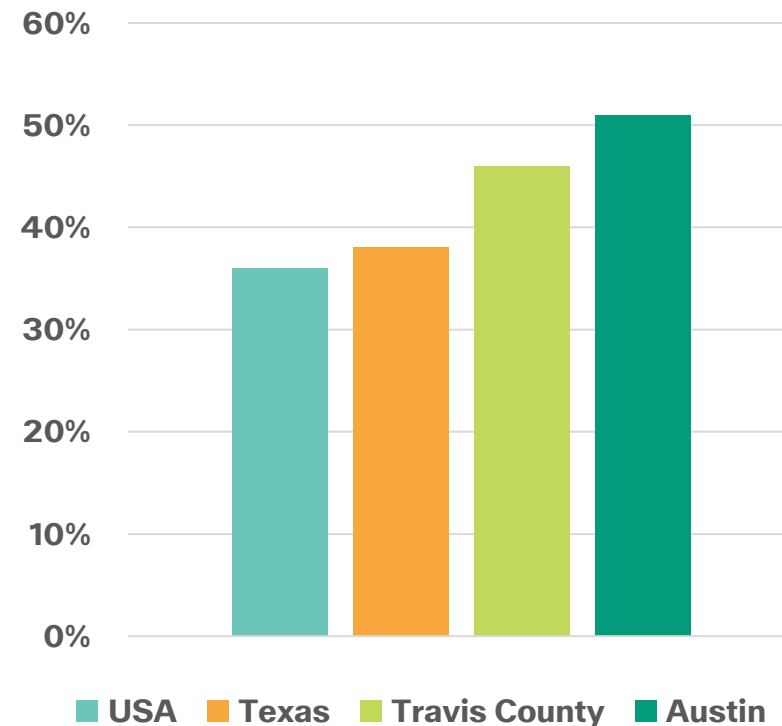
# Demographic and Economic Shifts

## Austin by the numbers

Personal and Household Incomes, 2023



Population ages 18 to 44, 2023



# Focusing on Equity and Impact

Driving change in systemic inequities

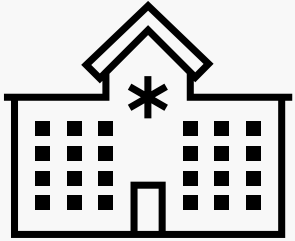
- Major players see systems-level changes as the key to addressing health disparities.
- Central Health has the scale, integration, and resources to make generational investments



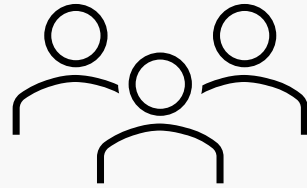
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# High-Performing Fundraisers

**Bold investments, strong outcomes**



**Large health system  
or community  
hospital**



**20+ direct  
fundraising FTEs**



**In an active  
capital campaign**

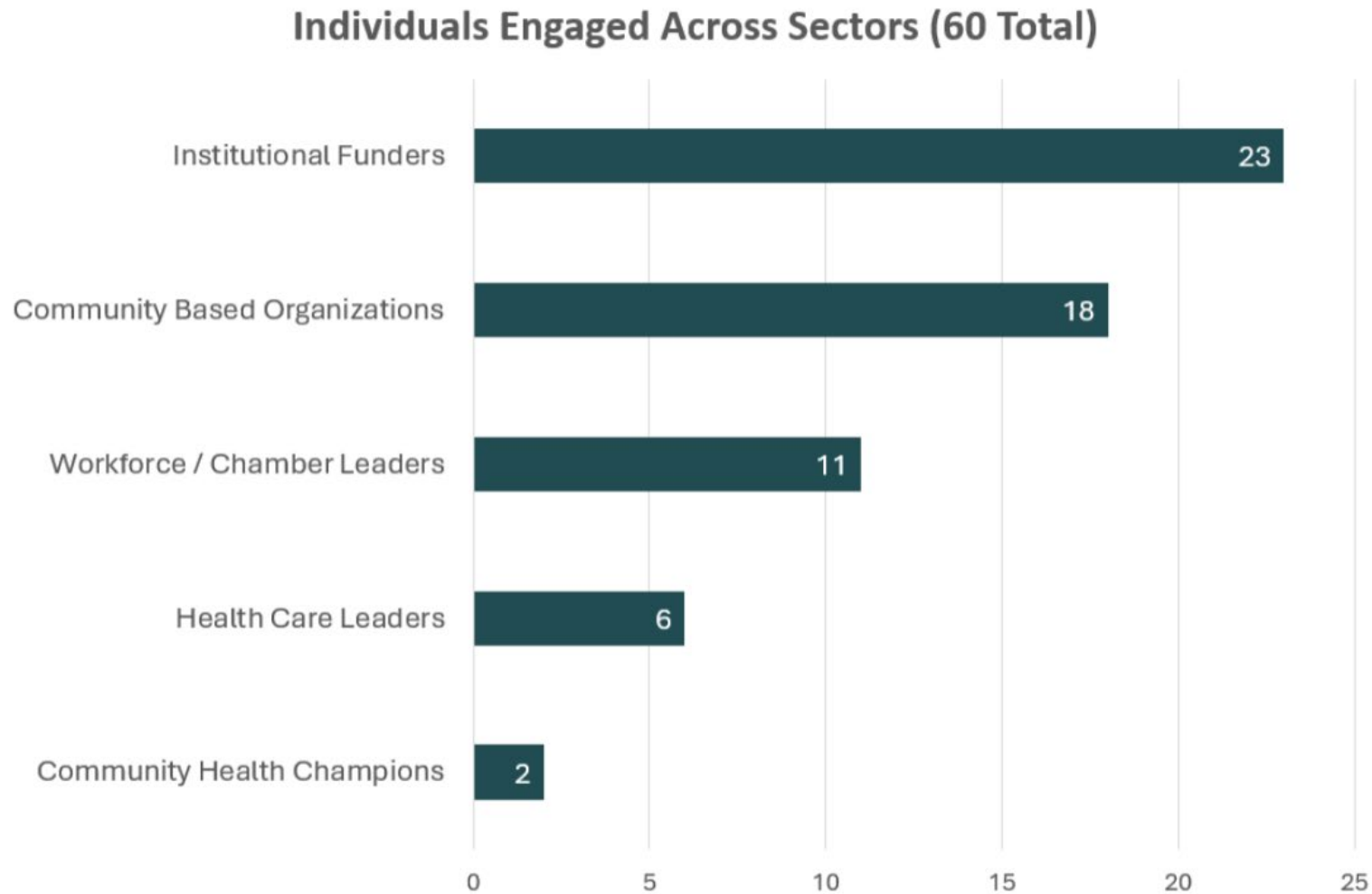


**Focuses on high-  
impact grants and  
donations**



**60+ 1x1 Awareness Meetings**

# Cross-Sector Meetings over 8 Weeks



# What did they tell us?

- 56%** rated **awareness** a 4 or 5 (5-point scale)
- 67%** high **enthusiasm** to partner with us
- 94%** strong **alignment** to our mission.

*Strong alignment and enthusiasm give us momentum, and only Central Health can convert it into generational impact.*

# Cultivating Relationships

Major momentum as a trusted partner



**Workforce development  
(nursing, social work,  
healthcare admin)**



**Generational health equity &  
integrated care**



**Health equity alignment  
(coverage, housing, data  
infrastructure)**



**Community network in health,  
housing, & workforce**

# Recommended Priorities

Leveraging the perfect storm of opportunity

- **Engage emerging donors**
- **Cultivate foundation relationships**
- **Leverage Central Health's position as a leader and connector**
- **Invest in fundraising capacity**
- **Continue 1x1 awareness meetings to build network and convert to opportunities**
- **Partner with communication's efforts on increasing brand awareness**



# Next Steps

## September - November

- Continue engaging in awareness meetings
- Begin to explore legal requirements for different structures, compliance, and reporting
- Draft plans for fundraising, staffing, and board membership
- Combine business plan components
- Continued alignment with Budget & Finance as well as Infrastructure Committees in planning for FY26

## Next Meeting: November 19

- Discuss draft business plan
- Next steps on legal requirements for potential structure, compliance, and reporting from outside counsel
- Continued alignment with Budget & Finance as well as Infrastructure Committees

## January

- Continued discussion of the draft business plan, incorporating both internal and external factors influencing the plan and proposed revisions
- Review progress on legal requirements for potential structure, compliance, and reporting from outside counsel
- Continued alignment with Budget & Finance as well as Infrastructure Committees



# Contents of Handouts

Committee Questions from June

Austin-Area Philanthropic Landscape Assessment

Philanthropy Business Plan Outline

# June Committee Questions

## Clarity of Role & Structure:

- Distinct roles of district, CUC, and foundation must be clear to avoid confusion.
- Importance of defining powers and oversight between boards.
- Need for clarity on discrete component unit status and statutory provisions.

## Governance & Bylaws:

- BOM authority to amend bylaws, appoint/dissolve directors, and approve expenditures.
- Board composition: diverse, reflective of community, odd number of members, potential overlap with BOM.
- Residency requirements and potential non-compete provisions.
- Inclusion of definitions within bylaws.

## Stewardship & Accountability:

- District must retain ultimate responsibility for funds and strategic direction.
- Oversight of fundraising plans and donor restrictions.
- Guardrails to avoid repeating past issues

## Partnerships & Fundraising:

- Avoid duplicating or competing with district efforts.
- Understand donor base composition and economic fundraising climate.
- Questions around accepting out-of-county donations and from healthcare entities.
- Explore potential research role for staff support.

## Legal Counsel & Next Steps:

- Jackson Walker may be conflicted; Houston-based team could be an option.
- Concern about using Central Texas-based counsel (conflicts, baggage).
- Consideration of Husch Blackwell (Michael Crowe) given local experience (Sendero).
- Staff to follow up with Parkland and Harris Health on their legal support, and with NTK in Houston.



Thank You

# Philanthropy in Travis County

## Executive Summary

The following report reviews the current state of philanthropy with a particular focus on the health sector. Within that review, we outline key demographic and economic characteristics of Central Texas – particularly Austin and Travis County – that are relevant to identifying fundraising opportunities for Central Health, and we provide select recommendations for top priorities as we transform these findings into a comprehensive business plan. In Appendix A, we provide profiles on local funders and foundations that play a significant role in health care fundraising in Austin.

The information included here will be crucial to creating a complete fundraising plan, but it does not show the full picture. Thus, we have conducted a series of one-on-one meetings with a wide range of individuals from industry leaders to community health champions. Through those conversations, we have collected anecdotal accounts of the state of local philanthropy to supplement our research. A summary of the results of those meetings can be found in Appendix B.

### **Primary Recommendations:**

1. Develop strategies to engage young, high-income individuals through underutilized giving models such as DAFs and giving circles.
2. Build partnerships with local and regional foundations through aligned priorities (e.g., social determinants of health, health equity, systems-level integration).
3. Position Central Health as a leader in data-driven insights that connect funders' dollars to measurable health outcomes.
4. Invest in fundraising infrastructure and teams to professionalize development and allow Central Health to meet high-performance benchmarks in the health care fundraising sector.
5. Monitor and prepare to respond to national economic conditions which may increase competition for private dollars and put additional pressure on nonprofit fundraising.

## Report on Giving

In 2023, charitable organizations raised over \$557 billion in philanthropic funds. Health care was the 6<sup>th</sup> most well-funded focus area, receiving more than \$56 billion – an all-time high – continuing its strong growth over the last 15 years.<sup>1</sup>

Individual donors are by far the largest source of philanthropic dollars, responsible for 67% of all dollars raised. However, foundations, which in 2023 were responsible for 19%, are steadily growing as a proportion of all giving.<sup>2</sup>

Economic conditions and trends are a driving force in philanthropy, and change is coming.

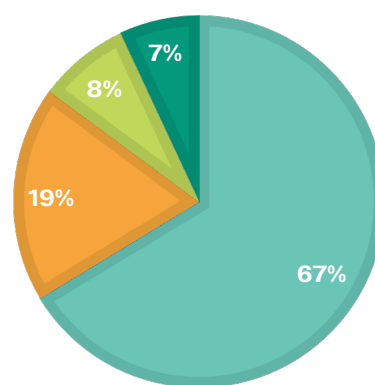
The 2025 tax cliff, when many of the measures introduced in the 2017 Tax Cuts and Jobs Act (e.g. the increases to individual standard deductions, child tax credits, and, most notably for this report, the adjusted gross income limit for tax deductible charitable donations) are set to expire, will have a massive effect on individual and corporate giving.<sup>3</sup> Paired with decreases in federal funding, economically-driven changes to giving patterns may increase competition for private dollars and put additional pressure on nonprofit fundraising.<sup>4</sup> The actual effects of these changes remain to be seen.

## Individual Donors

Average individual giving has remained stable at approximately 2% of disposable personal income for the last 40 years. However, as wealth grows more concentrated in the hands of fewer individuals, many fundraisers and wealth managers have observed a common trend: “Dollars up, donors down.”<sup>5</sup> In other words, an increase in the average size of charitable donations has masked a consistent decline in the number of donors. Accordingly, we have seen a change in giving patterns among donors, with household income unseating age as a leading indicator for participation in philanthropy.<sup>6</sup>

### CHARITABLE CONTRIBUTIONS BY SOURCE, 2023

■ Individuals ■ Foundations  
■ Bequests ■ Corporations

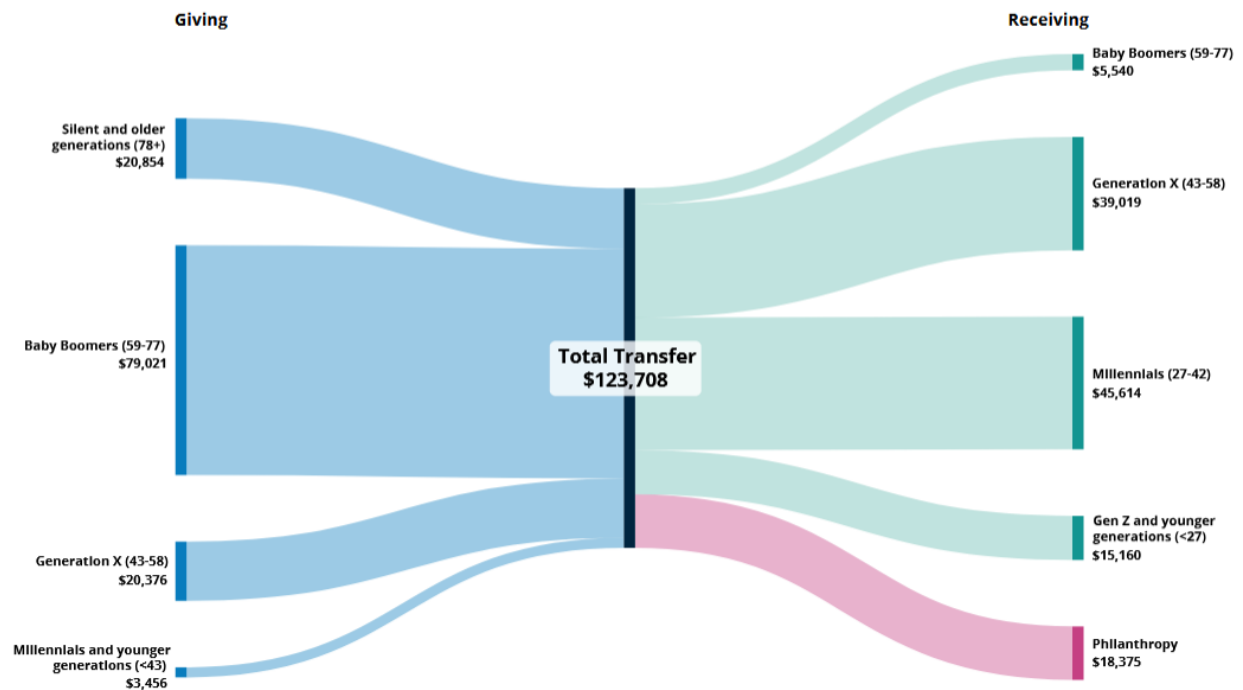


Age is still an important factor, however, because the way people give at different ages is distinct. Giving by bequest has risen in popularity among older donors, while young people are more inclined to give through collective giving methods – from crowdfunding and grassroots organizing to giving circles and donor advised funds (DAFs). Young people are also more likely to want to volunteer with the organizations they support.<sup>7</sup>

This is relevant to the shift in where and with whom wealth lies. Currently, millennials and younger hold less than 3% of all wealth, but the “Great Wealth Transfer,” an estimated generational transfer of \$124 trillion in assets to heirs, living spouses, and charities through planned giving over the next 15 years, is well under way.<sup>8</sup> As more wealth flows into the hands of Gen X and millennials, their preferred giving methods may shift, and the methods we use to engage those donors will by necessity shift to meet them.

#### Intergenerational Wealth Transfer Flowchart, 2024–2048 (\$ billions)

Sources: Cerulli Associates, Federal Reserve, U.S. Census Bureau, Internal Revenue Service, Bureau of Labor Statistics, and the Social Security Administration | Analyst Note: Currency is in 2023 dollars. Ages as of 2023. See Wealth Transfer Model Methodology for additional details.



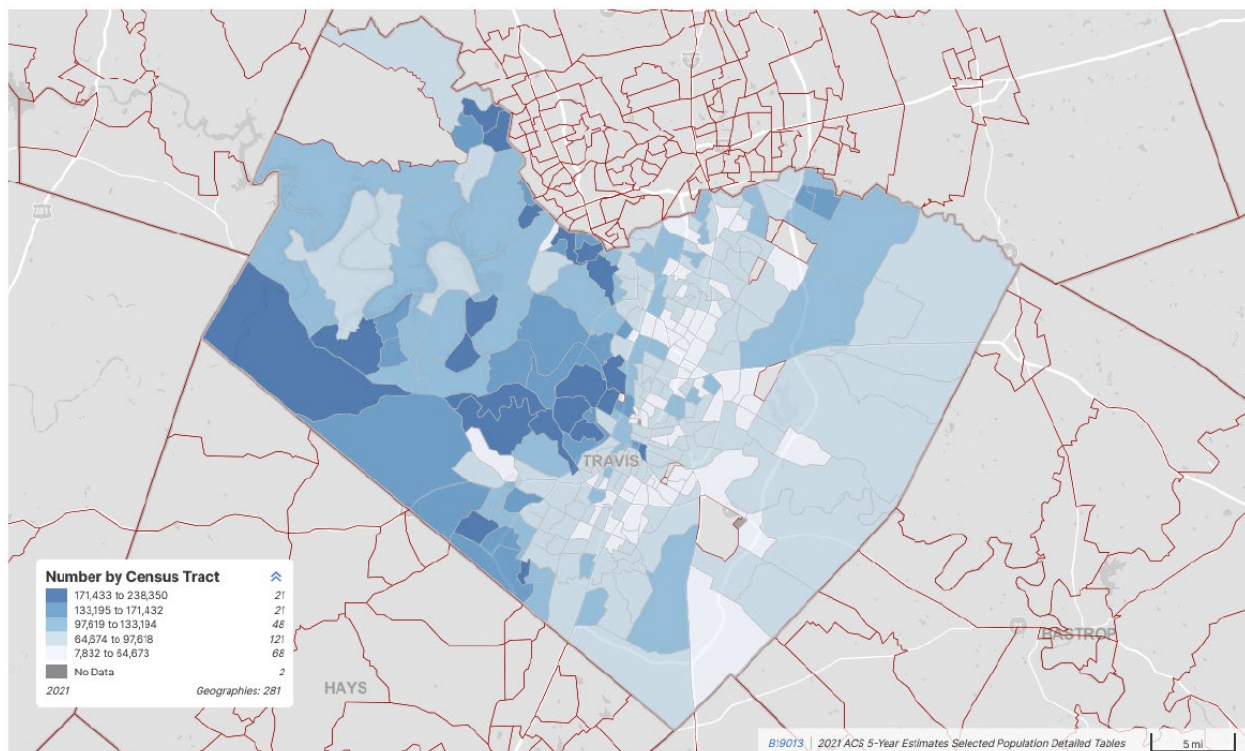
The Cerulli Report | U.S. High-Net-Worth and Ultra-High-Net-Worth Markets 2024<sup>9</sup>

The many trends among individual donors are especially relevant to our region, considering the demographic and wealth shifts in Central Texas, much of which can be credited to the influx of high-paying jobs in the tech industry which has drawn so many millennials to Austin. Austin hosts a remarkably young population, with 18 to 44-year-olds making up over

half of all residents – significantly higher than the proportion in rest of the state (38%).<sup>10</sup> However, though this age range possesses less wealth than what older generations hold in retirement accounts and investments, the per capita personal income in Travis County (\$91,887) was nearly 40% higher than Texas as a whole (\$66,252) and ranked in the top 3% of counties nation-wide.<sup>11</sup> Furthermore, the Austin-Round Rock area has the highest disposable income of all Texas metro areas, with more than \$18,000 each year.<sup>12</sup>

We recognize that this does not reflect the economic experience of all Central Texans, particularly Central Health patients, and we know that there is significant economic segregation in Travis County, with certain ZIP codes having median household incomes four times higher than other ZIP codes.<sup>13</sup> What this does tell us, however, is that there is an untapped well of potential philanthropists in Austin that has not been engaged through typical strategies; this is an opportunity that cannot go unacknowledged.

### **Median Household Income in the Past 12 Months (2021 Inflation-Adjusted Dollars)**



As we work toward crafting a business plan for a prospective foundation, we recommend that engaging young donors with the potential to become philanthropists be considered among our priorities for fundraising strategies.

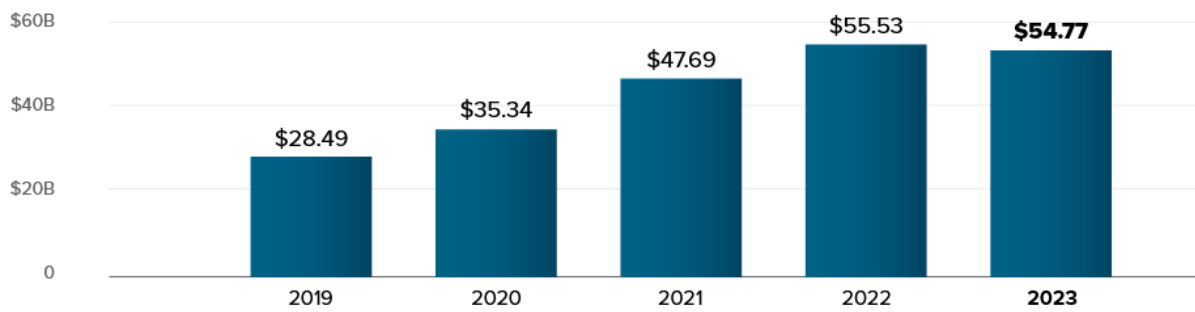


## Foundations & DAFs

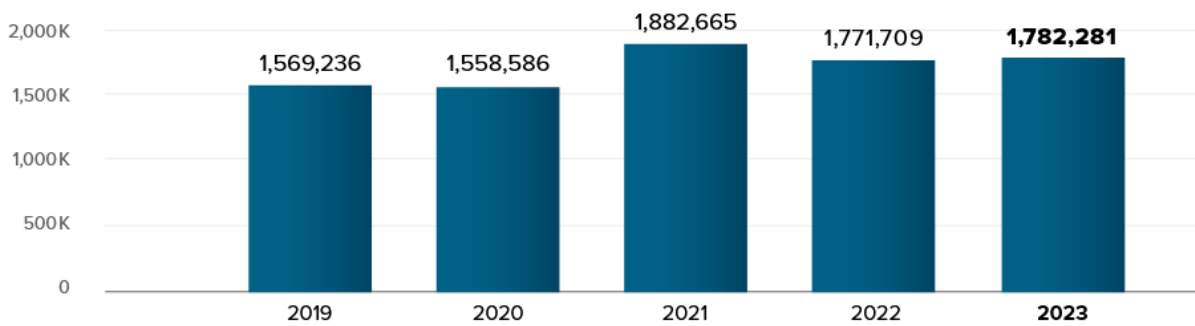
Foundations gave more than \$103 billion to charitable causes in 2023, while DAFs gave another \$54 billion, or one third of all foundation giving, marking sharp growth in recent years. While \$54 billion is a slight decline over the previous year, it marks only the second decline since 2007, when the National Philanthropic Trust first began tracking these numbers, and it still soars past the pre-pandemic total of \$28 billion.<sup>14</sup>

DAFs have grown in popularity among high-net-worth individuals and major donors who select them over direct donations as their preferred avenue for giving. That popularity holds true in Texas: The Austin Community Foundation alone maintains more than 600 DAFs, which distributed almost \$40 million in grant funding in 2023, while the Communities Foundation of Texas distributed more than \$158 million from more than 1,400 charitable trusts and DAFs.

### Total Value of Grants Made by Donor-Advised Funds (\$ in Billions)



### Total Number of Donor Advised Fund Accounts



The 2024 DAF Report, National Philanthropic Trust

There is likely even more wealth to be found in DAFs right here in Central Texas than we see on the surface. Financial institutions like Fidelity and Bank of America host hundreds of thousands of DAFs all over the country, distributing billions in grants for all causes. Health care is a higher priority interest area among DAFs than among individuals or traditional foundations, and DAFs see a payout rate more than five times higher than the required payout for foundations, releasing approximately 21% of current assets annually compared to the federally required 5%.

As for more traditional foundations within the health care sector, many are adopting new strategies focused on widespread, systemic health care inequities.<sup>15</sup> While strategies differ – some are directing their attention to funding research on data and systems-level approaches within institutions, while others are focused on the intersections of non-medical drivers of health – they share an understanding of this current inflection point: Bold investments in innovative solutions are critical to reaching the root of the problems we face.

These trends are already playing out locally (see Appendix A). Two of the major health foundations operating in the Central Texas area – St. David’s Foundation and the Episcopal Health Foundation – have published community needs assessments in recent years highlighting these challenges and acknowledging the depth of immediate needs and up-front investment.<sup>16,17</sup> Recent funding cycles have focused on these cross-sector efforts like health care and housing.

As a health system connector in Travis County, Central Health is well positioned to facilitate integration and connection of patients to the core supportive services that are necessary to improving the health of Central Texas. We recommend building long-term partnerships with local and regional foundations based on our shared missions and priorities, establishing ourselves as a leader in data-driven insights and cross-sector collaboration. Furthermore, we should make a concerted effort to identify and engage DAFs and the philanthropists who utilize them.

## Corporate Giving

One notable trend in philanthropy is seen in corporate fundraising, which contributed \$44 Billion in 2024: corporate giving has a five-year growth rate more than twice that of total giving.<sup>18</sup> Small and mid-sized companies are getting involved in philanthropy more and more, and employee-driven giving programs are growing, drawing down more funding in

matching gifts from their employers.<sup>19</sup> Health and social services top the list of interest areas for employee giving programs and corporate philanthropy, falling behind only disaster relief in total dollars raised through corporate giving models.

While this appears promising, it's important to note the vehicles corporations use to give, if and when they do. Corporations are less likely to give cash outright, preferring to support non-profits through employee giving programs and volunteerism. Indeed, a significant portion of the recent growth in corporate giving is found in employee participation – in 2024, 33% of companies added or increased volunteer-related incentives, and 77% saw a direct increase in employee volunteerism.<sup>20</sup> It is also worth noting that corporate giving is closely tied to financial market trends; as we monitor the impact of the TCJA expirations on individual giving, we can expect to see changes to corporate grantmaking, as well.

According to anecdotal observations shared by other fundraisers during our one-on-one discussions held over the summer (see Appendix B), local corporate giving has been concentrated among established partners and smaller businesses, with comparatively limited engagement from large companies. While the community benefits from the consistent support of long-standing contributors, these insights suggest that there remains untapped potential. Expanding outreach to engage larger employers with a significant presence in Central Texas by offering structured engagement opportunities (e.g. employee giving campaigns, health-focused sponsorships, and co-branded initiatives) may be the path to opening these sources of funding. However, while this could be included as part of a robust strategy, we do not recommend setting it as a top priority during the early stages of establishing a fundraising plan.

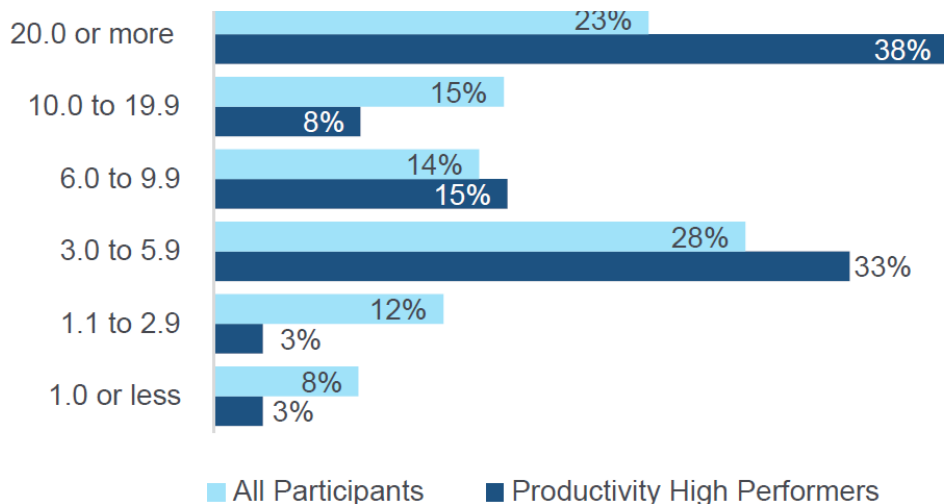
## Learning from High-Performing Fundraisers

The Association for Healthcare Philanthropy (AHP) 2024 Report on Giving shows several trends relating to success benchmarks for high-performing fundraising entities within the health sector. Notably, 80% of revenue high performers (the top 25% in total dollars raised) were in active capital campaigns, had large fundraising teams (20 or more FTEs), and had larger average grant sizes, especially for government grants.<sup>21</sup>

While high-performers by total revenue skewed, perhaps predictably, toward large health systems, high-**productivity** performers (the top 25% in net revenue per FTE) were distributed evenly across system types. These high-productivity performers were

consistently more active in capital campaigns, had larger-than-average fundraising teams, and saw the highest median grant size for government grants. This demonstrates that investment in fundraising teams and a focus on high-impact grants and donations results in significant improvements to efficiency overall.

### Productivity High Performers by Number of Direct Fundraising FTEs



Among all types of health systems analyzed by the AHP report, large health care systems and community hospitals were disproportionately high performing; Central Health shares traits with these systems, which suggests a potential for high performance, especially if we learn from the strategies they use. Furthermore, we can learn from successful systems right here in Texas by building on the knowledge of our peer hospital district foundations such as The Parkland Foundation, which raises \$15 million per year with a team of 20. There are also other tax-funded agencies which operate foundations in Austin, such as the Austin Ed Fund, whom we can work with and learn from.

If paired with investment into fundraising teams and resources and a transparent multi-year growth plan, the combination of our role as a wide-reaching connector to the broader health ecosystem, close connection to the community, and status as an organization serving the safety-net population has the potential to allow a Central Health fundraising entity to grow into a leader in health care fundraising.

## Summary and Recommendations

The philanthropic landscape in Travis County presents both opportunities and challenges for a new Central Health fundraising entity. Giving nationally is strong, with healthcare as a

growing sector, and locally there is a unique mix of major foundations, community funds, corporate partners, and emerging high-net-worth donors. Foundations and DAFs remain powerful vehicles for giving, with Austin Community Foundation, St. David's Foundation, and the Michael & Susan Dell Foundation playing particularly important roles in unifying philanthropists at all levels. Corporate philanthropy is expanding but has been concentrated in smaller businesses and established partners; potential for growth likely lies in employee giving programs. Demographic shifts in Central Texas, notably the emergence of younger, higher-income households, present an opportunity to engage donors in new ways.

Central Health is unlike any other entity in Central Texas, with the scale, integration, and resources to make the generational investments required for true health equity. By connecting Central Health's unique scale and resources with the community enthusiasm revealed through our outreach, we can transform potential into lasting impact. Capitalizing on this interest through a multi-year investment plan will establish Central Health as a recognized philanthropic partner in the region. This convergence of community interest, philanthropic trends, and Central Health's unique mission creates these actionable next steps:

1. Engage Emerging Donors: Develop strategies to engage younger and higher-income individuals through innovative giving models (e.g., giving circles, DAF partnerships, volunteer-to-donor pathways).
2. Cultivate Foundation Relationships: Build sustained partnerships with local and regional foundations by aligning priorities (e.g., social determinants of health, health equity, systems-level integration).
3. Leverage Data as a Value Proposition: Position Central Health as a leader in data-driven insights that connect funders' dollars to measurable health outcomes, differentiating the organization from other nonprofits.
4. Invest in Fundraising Capacity: Establish a multi-year plan to build a larger, more professionalized fundraising team to ensure Central Health can scale effectively and meet high-performance benchmarks in the sector.
5. Continue to watch national conditions: Monitor decreases in federal funding, the dampening effect of inflation, and impending tax code changes, all of which may increase competition for private dollars and put additional pressure on nonprofit fundraising.

## Appendix A - Notable Local Funders



### **St. David's Foundation**

St. David's Foundation is a community-focused and equity-driven organization supporting health and wellness in Central Texas. It is one of the largest health foundations in the United States, funding more than \$80 million annually in a five-county area surrounding Austin, Texas.

**Mission statement:** To advance health equity in Central Texas through investment and action.

**Distributions in 2023:** Approximately \$80M annually

**Funding priority areas:** Access to care, economic stability, community driven change

**Key strategies:** Change systems and conditions by embracing risk-taking, focusing on upstream efforts to address non-medical determinants of health such as housing, while also directing existing barriers to care.

**Notes:** Interest in regional impact across Central Texas, deep community engagement, social determinants of health, Housing for Health, universal coverage, and data analysis and suage for improving outcomes



### **Michael & Susan Dell Foundation**

**About:** The Michael & Susan Dell Foundation builds pathways that change lives for families around the world. With offices in Austin, New Delhi, Cape Town, Nairobi, and Tel Aviv, the foundation supports programs that advance quality public education, promote children's health, and strengthen family economic stability. Since its inception, the foundation has committed over \$2.8 billion to initiatives that expand opportunities and improve outcomes for families globally.

**Mission statement:** We build pathways that change lives.

**Distributions in 2023:** Approximately \$200M

Funding priority areas: Education, workforce development, health innovation, Jewish communities

Key strategies: Investments in innovation

Notes: Global focus, but makes significant investments locally, deep interest in the medical community infrastructure in Central Texas



#### **Austin Community Foundation**

About: Since 1977, Austin Community

Foundation (ACF) has partnered with donors, nonprofits and community leaders to transform lives and create lasting change in our region. As a Community Foundation, ACF accepts donations, manages charitable assets, and makes grants.

Mission statement: We mobilize ideas and resources to strengthen Central Texas.

Distributions in 2023: Approximately \$57M

Funding priority areas: The Foundation prioritizes economic mobility, housing affordability, and research. DAFs held by the foundation maintain unique focus areas.

Key strategies: Acts as key convener locally, commissions research to drive focus areas and encourage community giving in specific areas likely to have the greatest impact.

Notes: Maintain over 600 DAFs with a combined value of approximately \$312M. In 2023, DAFs gave \$39M in grants.



#### **Moody Foundation**

About: The Moody Foundation strengthens the future of

Texas by investing in charitable projects that exhibit innovative ideas and make long-term improvement in our communities. As a family foundation, we participate in grantmaking opportunities that honor our founders and enhance our mission for a more equitable Texas.

Mission statement: Empowering Texas Communities to Thrive and Prosper.

Distributions in 2023: Approximately \$24M

Funding priority areas: Education, health care, the arts, and community development projects.

Key strategies: Funds infrastructure and capital projects as well as investments in scholarship programs for students. Currently engaged in the Education M-Pact Fund, a \$1B commitment for education in Texas over 20 years.

Notes: Invests in large health care initiatives such as new hospitals, and funds medical research.



**EPISCOPAL HEALTH  
FOUNDATION**

**Episcopal Health Foundation**

About: Episcopal Health Foundation is based in Houston and was founded in 2013 by the Episcopal Diocese of Texas upon the transfer of St. Luke's Episcopal Health System.

Mission statement: The mission of the Episcopal Health Foundation is to advance the Kingdom of God with specific focus on human health and well-being through grants, research, and initiatives in support of the work of the Diocese.

Distributions in 2023: Approximately \$36M

Funding priority areas: Food and nutrition security, maternal health, and diabetes prevention.

Key strategies: Addressing non-medical drivers of health by fostering integration between three action areas: accessible health and health care services, healthy community, and health-promoting policies.

Notes: Recently launched a new strategic framework focused on addressing the aforementioned non-medical drivers.



**Communities Foundation of Texas:**

About: Communities Foundation of Texas, founded in 1953, is a prominent community foundation based in Dallas dedicated to fostering thriving communities across North Texas. Since its inception,



the foundation has managed over 1,400 charitable funds and awarded more than \$2.6 billion in cumulative grants.

Mission statement: To improve the lives of all people in our community by investing in their health, wealth, living, and learning. We work toward this by growing community giving, expanding community impact, and advancing community equity.

Distributions in 2024: \$158 million

Funding priority areas: Disaster relief, economic security, management of impact funds.

Key strategies: Provides consulting, charitable fund management, and legacy planning for individuals, families, nonprofits, and businesses.

Notes: Manages over 1,400 charitable funds, major holder of DAFs in Texas.

## Notable Tax-Based Entity Foundations



### **Austin Community College Foundation**

About: Established in 1991, the Foundation raises funds to enhance student success through scholarships, emergency financial assistance, and program support.

Mission statement: To provide accessible, high-quality education to the Central Texas community

Distributions in 2024: \$1.5 million in scholarships to approximately 750 students, selected from more than 3,000 applicants

Funding priority areas: Scholarships and emergency funds for students with unexpected hardships

Key strategies: Through partnerships with donors and community organizations, the ACC Foundation plays a pivotal role in ensuring that all members of the community have the opportunity to achieve their educational and professional goals

Notes: Newly hired Executive Director of the foundation, Miriam Smith, brings a wealth of expertise from fundraising in the higher education, health and arts sectors. She will revise

the foundation's start and expand the team significantly, while remaining a strong partner to Central Health.



About: Austin Ed Fund was established as the Austin Public Education Foundation in 1993 to receive and disburse grants for the support of education and educational projects of the Austin Independent School District.

Mission statement: To inspire the community to invest in Austin Independent School District

Distributions: Since 2001, the Austin Ed Fund has facilitated more than \$46 million in support of Austin ISD students and teachers. Through its grant program that started in 2015, Austin Ed Fund has awarded more than \$2.1M to 400+ teacher-driven projects.

Funding priority areas: Teacher-driven projects, district crisis support, and social-emotional learning

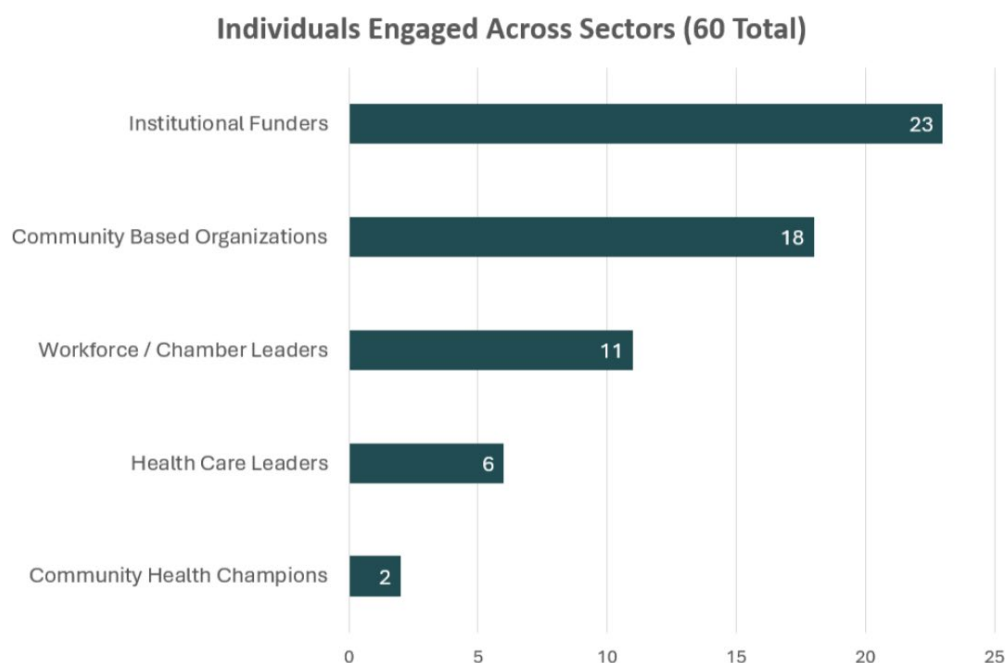
Key strategies: Engage the community to support tangible efforts of teachers and the district

Notes: The Fund's messaging focuses on innovation and direct teacher and student support, raising dollars to catalyze innovative initiatives or those that require agile and quick funding.

## Appendix B – Awareness Meeting Findings

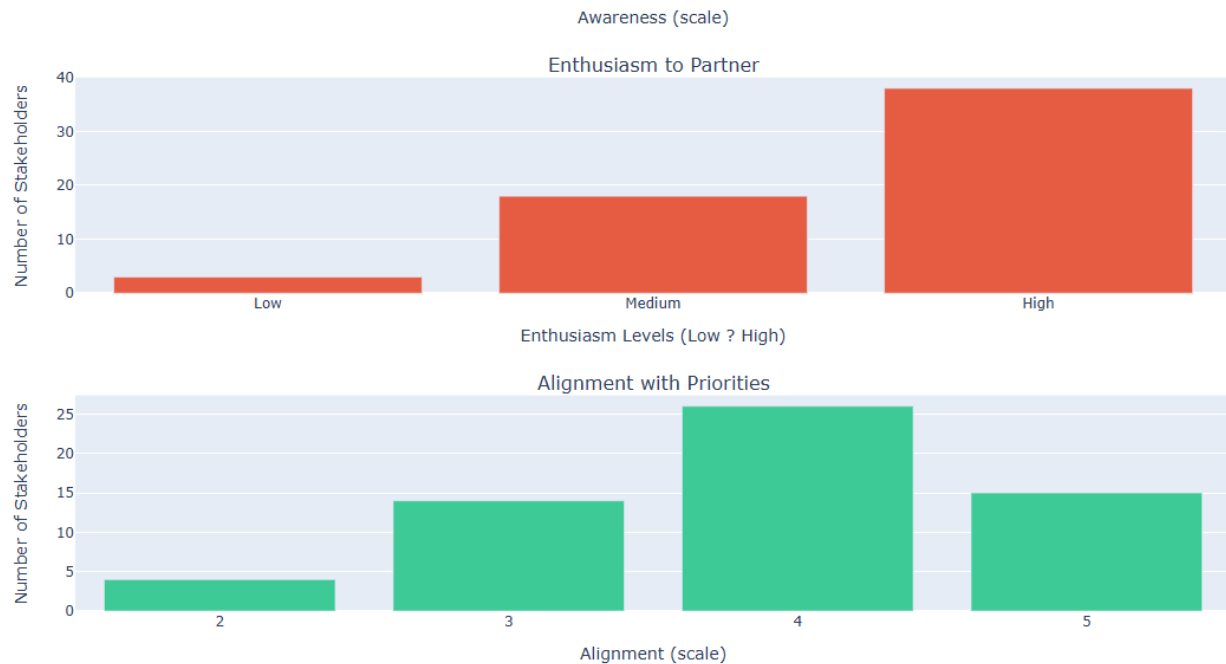
Over the summer, we've had over 60 strategic conversations across five key stakeholder categories: institutional funders, community-based organizations, workforce/chamber leaders, health care leaders, and community health champions. The organizations we met with collectively represent \$11 billion in giving capacity and serve the same population we seek to impact.

The purpose of these meetings was to reach a new audience and gauge existing awareness and interest in the work of Central Health. We intentionally focused our efforts on connecting with institutional funders and community-based organizations who aligned with our mission but typically do not sit at Central Health's table.



Two-thirds of our conversations were with new audiences; we intentionally kept existing partners and advocates to a smaller share, which allowed us to bring in fresh voices and perspectives and better understand what messaging is needed to effectively reach these audiences. It's also a strong step towards building cross-sector bridges with potential partners who can amplify our impact.

The majority of participants expressed strong alignment with our mission and high enthusiasm about partnering with us – even among the 44% who rated their awareness of Central Health as low prior to these meetings.



These meetings were a step forward. They have been a valuable tool for building bridges between sectors and creating new partners; we will continue to build our network and convert relationships to opportunities through meetings like these.

They also showed us that we should work on creating tailored messaging to communicate with those who aren't aware of us yet, building our opportunity for fruitful relationships; we should partner with Communications' efforts to increase brand awareness.

## Appendix C –Sources and Further Reading

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- <sup>1</sup> Giving USA. 2025. "Giving USA: The Annual Report on Philanthropy." Annual Publication.
- <sup>2</sup> Meyer, Joshua. 2024. **5 Takeaways and Next Steps from the Giving USA 2024 Report**. July 2. <https://givingusa.org/5-takeaways-and-next-steps-from-the-giving-usa-2024-report/>.
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- <sup>4</sup> Abalo, Trish and Williams, Jeff. 2025. **Tax Cliff in 2025 Could Mean Major Change for Philanthropy**. January 15. <https://johnsoncenter.org/blog/tax-cliff-in-2025-could-mean-major-change-for-philanthropy-and-nonprofits/>.
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- <sup>6</sup> Collins, Lori. 2023. **Giving Trends: The Role of Age and Income in Charitable Giving**. September 6. Accessed August 5, 2025. <https://givingusa.org/giving-trends-the-role-of-age-and-income-in-charitable-giving/>.
- <sup>7</sup> Collins, **Role of Age and Income**.
- <sup>8</sup> Lichtenberg, Nick. 2025. **The \$124 trillion Great Wealth Transfer is bigger than ever—and millennials will get the biggest cut**. July 23. Accessed August 14, 2025. <https://fortune.com/2025/07/23/great-wealth-transfer-124-trillion-bigger-than-ever-millennials-gen-x/>.
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- <sup>11</sup> U.S. Bureau of Economic Analysis, "Table 2. Per Capita Personal Income, by County, 2021–2023." Accessed August 14, 2025. <https://www.bea.gov/news/2024/personal-income-county-and-metropolitan-area-2023>.
- <sup>12</sup> Bowling, Abbey. 2025. **Austin Tops List of Texas Cities with Highest Disposable Income**. June 25. Accessed August 5, 2025. <https://cw33.com/news/texas/disposable-income-top-10-texas/>.
- <sup>13</sup> Austin Community Foundation. 2025. "Understanding Austin." Community Needs Assessment.
- <sup>14</sup> National Philanthropic Trust. 2024. "2024 Donor-Advised Fund Report." Annual Publication.
- <sup>15</sup> Public Health Accreditation Board. 2023. **All Hands on Deck: Addressing Health and Health Equity through Cross-Sector Collaboration**. August 7. Accessed August 14, 2025. <https://phaboard.org/reports/all-hands-on-deck-addressing-health-and-health-equity-through-cross-sector-collaboration/>

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<sup>16</sup> Episcopal Health Foundation. 2024. "Strategic Framework 2024-2030." Strategic Plan.

<sup>17</sup> St. David's Foundation. 2024. "Pathways to Health Equity: Addressing Needs Today & Building a Healthier Tomorrow." Strategic Plan.

<sup>18</sup> Meyer. **5 Takeaways and Next Steps**

<sup>19</sup> Double the Donation. 2025. **8 Trends in Corporate Philanthropy in 2025: How to Tap In.** Accessed August 18, 2025. <https://doublethedonation.com/trends-in-corporate-philanthropy/>.

<sup>20</sup> William Blair & Company. 2025. "Corporate Giving: Key Trends and Insights." Report.

<sup>21</sup> Association for Healthcare Philanthropy. 2024. "2024 AHP Report on Giving." Annual Publication.

## **Central Health Philanthropy Business Plan: Progress Analysis**

### **COMPLETED SECTIONS**

#### **Peer Hospital District Review Insights**

- **Comprehensive analysis of 4 hospital district foundations (Parkland, Harris Health, University Health, JPS)**
- **Revenue benchmarks: \$1.5M-\$16M annually, ROI \$1.81-\$3.59 per dollar**
- **Governance models and board structures documented**
- **Best practices identified (more staff correlated with better ROI)**

#### **Market & Landscape Assessment**

- **Austin philanthropic landscape analysis (demographics, donor capacity, health equity priorities)**
- **Growing wealth opportunity (\$100K+ incomes, young population)**
- **Identified funding gaps (\$292.5M capital projects, declining federal funds, 10%+ service demand increase)**

#### **Awareness Meetings Results**

- **60+ 1x1 awareness meetings across 8 weeks**
- **High enthusiasm but awareness gap identified**
- **Strong alignment with community-based organizations**
- **Focus areas: health equity, workforce development, integrated care**

#### **Strategic Objectives (Partial)**

- **Mission alignment established**
- **Ideas for focus areas (to come in a scenarios document)**
- **Integration with Central Health enterprise (CUC, Sendero) outlined**

## **CRITICAL SECTIONS STILL IN PROGRESS**

### **Organizational Structure & Governance**

- **Board structure**
- **Staffing model for launch (see appendix for organizational chart)**

### **Legal & Regulatory Analysis**

- **In Progress: Outside counsel options being explored**
- **Compliance framework and risk mitigation**
- **Gift acceptance policies and restrictions**
- **Finalized legal structure recommendations**

### **Revenue Generation Plan**

- **Specific fundraising targets and timelines**
- **Detailed donor segmentation strategy**
- **Campaign structure and phased approach**
- **Multi-year revenue projections with realistic assumptions**

### **Financial Model & Projections**

- **Start-up cost requirements**
- **Operating budget projections**
- **Break-even analysis and sustainability timeline**
- **ROI expectations and success metrics**

### **Operations & Infrastructure**

- **Systems requirements (donor database, grants management)**
- **Administrative policies and procedures**
- **Integration plan with Central Health operations**



## **Marketing & Communications**

- **Marketing plan (driving demand for supporting our organization)**
- **Change management**
- **Communication strategy (driving awareness, building trust, and managing relationships)**

## **Detailed Milestones with Dependencies**

## **Evaluation & Performance Metrics**

- **Success indicators beyond financial targets**
- **Community impact measurement framework**
- **Accountability and reporting standards**

## **Appendices (to come)**



#### **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.

*Right by All* - By being open, anti-racist, equity-minded, and respectful in discourse, we honor those around us and do right by all people.

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

## **AD HOC PHILANTHROPY COMMITTEE**

# **September 10, 2025**

## **AGENDA ITEM 3**

Confirm the next regular Ad Hoc Philanthropy Committee meeting date, time, and location.  
(*Informational Item*)