SAVING GRACE
Home ownership and wealth building for a new generation in Homewood
Founded more than four decades apart, the Howard Heinz Endowment, established in 1941, and the Vira I. Heinz Endowment, established in 1986, are the products of a deep family commitment to community and the common good that began with H. J. Heinz and continues to this day.

The Heinz Endowments is based in Pittsburgh, where we use our region as a laboratory for the development of solutions to challenges that are national in scope. Although the majority of our giving is concentrated within southwestern Pennsylvania, we work wherever necessary, including statewide and nationally, to fulfill our mission. That mission is to help our region thrive as a whole community—economically, ecologically, educationally and culturally—while advancing the state of knowledge and practice in the fields in which we work.

Our fields of emphasis include philanthropy in general and the disciplines represented by our grantmaking programs: Arts & Culture; Children, Youth & Families; Economic Opportunity; Education; and the Environment. These five programs work together on behalf of three shared organizational goals: enabling southwestern Pennsylvania to embrace and realize a vision of itself as a premier place both to live and to work; making the region a center of quality learning and educational opportunity; and making diversity and inclusion defining elements of the region’s character.

h magazine is a publication of The Heinz Endowments. At the Endowments, we are committed to promoting learning in philanthropy and in the specific fields represented by our grantmaking programs. As an expression of that commitment, this publication is intended to share information about significant lessons and insights we are deriving from our work.

Editorial team Linda Braund, Nancy Grejda, Maxwell King, Maureen Marinelli, Grant Oliphant, Douglas Root. Design: Landesberg Design

About the cover Rev. Sam Ware of the New Life African Methodist Episcopal Church in Homewood is a true believer in financial literacy programs that will provide better home ownership and saving opportunities for residents. The Faith Saves program, run through his church, is one of many grantmaking efforts last year by The Heinz Endowments.

Photography Lynn Johnson
Looking back, looking forward  When we sat down more than two years ago to plan a publication that would explain the work of The Heinz Endowments to a broad audience, there was immediate agreement on what we did not want.

Just as that ad campaign from years back offered 7 UP as “fresh, clear, clean: the Un-Cola,” we wanted h to be, well, “fresh, clear, clean: the Un-Boring Journal.

So h became a full-color, smartly designed magazine that would report on the Endowments’ work and help demystify the business of philanthropy for readers outside the field. We also wanted it to hold its own as a work of journalism, with compelling stories and photography that would present our misses as well as our hits.

In this greatly expanded issue, we’ve decided to apply these founding themes for h to what is often the most ponderous, insular (and easily discarded) publication in philanthropy: the annual report.

In these pages, we hope you find that the dry business of reporting the numbers and explaining our work for 2003 has been made livelier and more accessible under the influence of h.

Welcome to the Un–Annual Report issue.

Faith Saves
Financial literacy helps Pittsburghers do more than make ends meet.

Sprawl Standoff
A neighborhood battle for wiser land use takes root in suburbia.

No Place Like Home
Wanted: new immigrants for a new Pittsburgh economy.

The Art of Sharing
The region’s heavy-hitters in the arts learn to play on the same stage.

Making the Grade
With evidence of better relations and a watchful eye on performance, foundations re-embrace Pittsburgh’s public schools.

Sharpening the Point
A foundations-funded plan brings balance back to a pressed-upon urban park.
feedback

From Winter 2004

Louisville’s Big Hit
As a twenty-year-old but still-emerging Community Foundation of Louisville, we were looking for a way to make a difference in our community beyond grantmaking. Seth Beckerman’s excellent article on the merger of Kentucky’s largest city with its county explains how we were able to make that contribution by taking a convening, leadership role in the project.

The merger was an epic occurrence. Our neutrality, the clout of our board and our reputation for collegial relationships with other funding sources helped the Community Foundation focus needed attention on making sure that the merger truly made a difference in the lives of all our citizens.

Much of the merger success is due to the talents and charismatic leadership of Mayor Jerry Abramson. An additional essential ingredient was the availability of philanthropic capital and public support to help make strategic change possible.

The consortium of six foundations that formed the Greater Louisville Project remains intact. Our partners are the James Graham Brown, Gheens, Humana, C.E.&S. and Annie E. Casey foundations. We are now in the process of implementing a third phase of the project, which will provide a mechanism for public leaders to report their progress to the community.

While the Greater Louisville Project may not be applicable to every community considering consolidation, it does show how the unique qualities of a community foundation can bring together all parties involved to look out for the public good, complete an outside assessment, develop a course of action based on best practices and measure accountability.

We welcome inquiries from those who wish to learn from our experience and improve on it with future mergers.

C. Dennis Riggs
President & CEO
The Community Foundation of Louisville

Faithful Four
After reading your article on the Extra Mile Education Foundation’s support of Catholic schools in disadvantaged neighborhoods, I feel the need to amplify a point buried in the story—school choice.

I applaud the Endowments’ education strategy that recognizes the critical importance of school choice for lower-income families. For far too long, urban youth have been captive to neighborhood schools that are not structured to serve their many needs. The Extra Mile schools are one answer to this problem. Fortunately for Pittsburgh, during the last few years we have witnessed the birth of other private schools geared to students from low-income families.

The next challenge, I believe, is to educate our citizenry—both to the specific choices available and how to exercise them. Pittsburgh parents of school-age children must be encouraged to explore their options and vote with their feet. As [Endowments’ Education Program Director] Joe Dominic points out in the story, the question should not be confined to whether a school is faith-based or not, it should be, “What school best serves my child’s educational, emotional, physical and spiritual needs?”

The good news for Pittsburghers in 2004 is that, along with the Pittsburgh Public Schools and charters, several private K–12 school choices exist. The other good news is that most of these new school choices are privately funded in order that low-income families might be able to afford them.

As an educator in Pittsburgh, I rejoice that all families can exercise the kind of educational choice that previously only the most affluent of us could afford.

I hope other foundations will follow the Endowments’ lead in supporting private schools of choice. Congratulations to you for recognizing that public schooling should not be the only choice for low-income families.

Josephine B. Moore
President
The Neighborhood Academy

h recognized with national, regional awards

h magazine has won the gold award for excellence in communications in a national competition sponsored by the Council on Foundations and the Communications Network.

The top award for magazines and periodicals was presented during the Council’s 55th annual conference last month in Toronto, which was attended by nearly 2,000 foundation and nonprofit representatives from around the world.

Judges in this year’s Wilmer Shields Rich Awards Program, named for the Council’s first executive director, who championed the power of communications in extending the benefits of grantmaking in communities, reviewed 199 entries representing all aspects of communications.

The magazine also received four Golden Quills in western Pennsylvania’s regional journalism awards competition, the top honors in four of the five categories in which it was a finalist.

The h writers who received awards were Tracy Certo in the Science, Health and Technology category for a story on a robotics academy and competition for students; Jim Davidson in Enterprise/Investigative for a story on the impact of the Endowments’ Civic Design Initiative on Pittsburgh; Christine H. O’Toole in Cultural for her profile of Mattress Factory founder–director Barbara Luderowski; and Michelle Pilecki in Business for an in-depth feature on the effort to re-train local workers for manufacturing careers in the global economy.

The competition, sponsored by the Press Club of Western Pennsylvania, presented awards for excellence in reporting, photography and videography in print and electronic media during a dinner last month at the Pittsburgh Hilton.

“We believe our magazine is a valuable community resource for understanding the impact of philanthropy in the region,” said Endowments President Maxwell King. “But these awards reaffirm that we have talented writers, photographers and editors telling compelling stories about the people we serve. We are pleased that this fine journalism is being recognized.”

Editor’s Note: In the Winter 2004 issue cover story “Border Crossing,” a caption accompanying a map of municipal boundaries throughout Pennsylvania gave an incorrect number of counties. There are 67 counties in the state.
**What gives you hope today?**

That is the question I have discussed often as I have traveled around our country during the past year. For me, it is such a quintessentially American inquiry. Most Americans are not merely hopeful people; we are a people who believe that the quality of our hopes defines us. In America, a person's dreams and aspirations are more than a measure of one's optimism. They are a measure of one's character.

That so many people want to hope is, for me, itself a source of hope. These are anxious times for our country, yet so many Americans refuse to let the troubles and uncertainties of the present corrode their faith in the promise of a better future. They still hold dear the notion that they as individuals, and America as a country, can help create that future through the power of their creativity, high ideals and sheer force of will.

A source of inspiration that I always cite in answering that question is my work with The Heinz Endowments here in Pittsburgh. Ironically, the only people who ever express surprise over that answer are fellow Pittsburghers, and not for any reason having to do with the philanthropic activities of the Endowments, which many know and admire. It is, sadly, the idea that Pittsburgh itself could be a source of hope that takes them aback.

Pittsburgh has a proud history of renewal and overcoming adversity, but today it suffers from the self-doubt common to many older American cities and regions. Two decades after losing its industrial base, it is still struggling to rebuild its economy and to counter demographic trends that are draining away the populations of cities throughout the Midwest and Northeast as residents chase the sun and jobs in the South and West.

For our region, the big story of the past year was the City of Pittsburgh’s inexorable descent into fiscal distress. The big story of this year is certain to be the region’s success or failure at righting the city’s finances—and Allegheny County’s, as well. On that front alone, so many factors come into play—including the need for tax reform, municipal consolidation and, above all, courageous political and civic leadership—that it is easy to doubt our chances of getting it all right.

But doubt can never become an excuse for inaction. A region is a living epic spun from thousands of constantly unfolding stories, any one of which can change its destiny. In this special, annual report edition of *h* we look at just a handful of the stories that the Endowments has been involved in during the past year. Each is about a daunting and potentially defining challenge. But each is also about enormous promise.

“Sprawl Standoff” looks at how Pittsburgh’s shockingly high rate of urban sprawl is hollowing out older communities and gobbling up the open spaces that help give this region its character. But here we also learn how an Endowments-funded study is galvanizing business leaders and decision makers to combat sprawl to keep it from undermining the state’s economic future. And we see how one small community group is using the study to fight for smarter development in its own backyard.

“Making the Grade” reacquaints us with the difficult problems that caused the Endowments and two other Pittsburgh foundations to suspend funding to the Pittsburgh Public Schools two years ago. But there’s good news here: the article reports on how greater community involvement and positive moves by a reconfigured school board are making it possible for the foundations to re-engage with the district.

“Faith Saves” considers an obstacle confronting thousands of the region’s disadvantaged residents: a debilitating lack of knowledge about the basics of personal and household finance, such as how to manage a checkbook or what “interest” means. But with support from the Endowments, the local faith community is rallying around an initiative to promote greater financial literacy among low-income families.

“Sharpening the Point” looks at the downtrodden state of Pittsburgh’s signature icon: Point State Park. Here again, though, there is good news to share. A foundations-funded community process has yielded a vibrant design for the park’s renewal that will restore its beauty while knitting it more closely into the fabric of daily downtown life.

“The Art of Sharing” deals with the struggle by the region’s premier performing arts groups to contain costs while maintaining their distinctive identities and high standards of artistic integrity. But here we see how these groups are finding new
ways to break through jealously guarded organizational walls to share costs and improve customer service.

And “No Place Like Home” reminds us of how a declining population and failure to attract new residents is increasing the tax burden on our region’s remaining residents and hampering our ability to grow businesses here. But we also learn about a new effort to help Pittsburgh meet those challenges by increasing its appeal for a new, more diverse generation of workers and their families.

Taken together, these stories point to a broader narrative. It is the account of a community where people still very much want to believe in the promise of a better future—a future they are willing to work hard to create. The people and organizations you will meet in these pages are representative of countless others in our community working to protect the region’s natural beauty, strengthen its cultural life, realize the potential of its downtown riverfront, demand excellence in its schools, open up pathways of opportunity for its low-income and minority residents, foster a more welcoming and inclusive culture, and build an economy and a workforce capable of competing in the 21st century.

H. G. Wells wrote, “History is a race between education and catastrophe.” In a sense, all of human history is a race against catastrophe. The world is constantly changing around us, and the challenge of every generation is to adapt accordingly. In nature, what distinguishes the survivors from the extinct is their capacity to change and grow.

The same is true for regions such as ours. The Chinese use two characters to denote the idea of “crisis”—one meaning “danger”; the other, “opportunity.” It has never been an absence of hard times and challenges that has made our region successful in the past; rather, it has been a willingness to find the opportunities inherent in the dangers we face.

In Pittsburgh, that enthusiasm may not be evident in today’s headlines about a region in trouble. But as the stories told here suggest, it is more than evident in this community’s thousands of volunteers and nonprofit organizations, who at the most basic level share a fundamental mission: to help us convert crisis into opportunity, limitations into potential.

Thirty years ago, almost everyone dismissed my late father-in-law’s idea for using the arts as an economic engine to drive the rebirth of a blighted downtown. Today, Pittsburgh’s Cultural District is considered one of the best in the country and is the heart of our urban core. A decade ago, no one would have imagined that Pittsburgh could become the nation’s leading city for green building. But today, that’s precisely what we are. And just a few years ago many people thought we should take whatever development we could get along our riverfronts. Today, we are well along toward creating Three Rivers Park, and high standards are being set and met for waterfront development. Pittsburgh abounds with stories like these, and they demonstrate that all we need to prove the negativists and naysayers wrong is the determination to do so.

That spirit is something I have always admired and loved about America. It is a sense of almost boundless possibility. It is the America I first began to learn about as a young girl growing up in Mozambique and first experienced as a young newlywed in Pittsburgh: a land whose ideals are embodied in the optimism, hard work, creativity, generosity and can-do enthusiasm of its people.

I cannot think of a time in our history when this region, or for that matter this country and this world, have needed that spirit more. At the Endowments, we are proud to support it. It is, for all of us, a great source of hope.

Taken together, these stories point to a broader narrative. It is the account of a community where people still very much want to believe in the promise of a better future—a future they are willing to work hard to create.
In her will establishing the endowment that bears her name, Vira I. Heinz listed an extensive range of activities and organizations that she hoped the foundation would consider supporting. Included on the list were groups devoted to education, the arts, religion, recreational amenities, medical science and health care. Her will spoke also to the alleviation of human suffering in many different forms.

Mrs. Heinz was not suggesting that we fund all of these activities at once. She left it to the discretion of subsequent generations to decide which priorities to support and when. Keenly aware that a community's needs change over time, she wanted her foundation to have the flexibility to respond accordingly. An implicit theme was that working with established organizations while supporting new, cooperative efforts was an important way of responding to the community's evolving needs.

Her expansive list signified something more than the diverse range of interests to which this remarkably engaged woman was drawn during her lifetime. It embodied a notion of community—and, by extension, of philanthropy—that is timeless in its relevance.

That may seem surprising to those persuaded by the hard edge of our age to believe that today's challenges are so unlike any the community has ever faced that the strategies of the past no longer apply. It is an understandable conceit: There is a whiff of the apocalyptic in Pittsburgh's fiscal crisis, the region's declining population and its struggling economy. How could the genteel philanthropic vision of a woman whose life concluded just as Pittsburgh's 20th-century ascendancy was coming to a close possibly still apply amid the jarring realities of the 21st century?

The answer, I believe, can be found in the pages of this special, annual report issue. The grantmaking described here encompasses a mix of strategies and partners that defies easy categorization. The common theme is a pragmatism that is manifested not only in focused giving strategies but also in a willingness to draw on any resource the community has to offer to address its most pressing challenges.

One example is the foundation's support for faith-based organizations—what Mrs. Heinz knew in her less euphemistic day as religious charities. These groups appeared on her list because she believed that their roots in faith strengthened their ability to serve their community. A recent Forbes Funds study, funded by the Endowments, confirmed that notion, finding that these groups are central to the social service network in Allegheny County.

The Endowments funds a variety of these organizations, including the Faith Saves initiative described in this issue. This program is working through congregations to promote greater financial literacy in low-income neighborhoods. In no case do we support such groups because they are religious. Rather, we fund them because they are particularly well suited to performing a certain community service.

A similar pragmatism guides our giving in other areas. As the articles in this issue attest, we work with business, civic and policy leaders, but we also support the efforts of community groups. “The Art of Sharing,” which is about an initiative to help local cultural groups share costs while improving customer service, illustrates the premium we typically place on collaboration. On the other hand, “Making the Grade,” which is about our decision to re-engage with the Pittsburgh Public Schools, underscores how a tougher approach can sometimes produce positive results.

A quick perusal of our grants reveals that we devote most of our resources to projects and programs consistent with our strategies. When appropriate, we also invest in endowment campaigns, capital projects and strengthening the organizational capacity of nonprofits, because those approaches, too, can be highly effective means of advancing our strategic goals.

In short, we are guided by a practical emphasis on finding the best available responses to the difficulties our community is encountering. That was the essential wisdom embodied in Mrs. Heinz's will. She understood that a foundation that is focused on a single region, especially a region struggling with hard times, must be willing to draw on all the strengths, resources and ideas its community has to offer.

It is true that some of Pittsburgh's challenges, such as population shifts and global economic trends, are new and markedly different from those faced by our predecessors. Others, such as poverty and racism, are as old as human history. Regardless of whether the challenges confronting us are old or new, we will continue to respond in the timeless, inclusive fashion suggested by Mrs. Heinz: by pulling together as a whole community and making use of all the assets we have at our disposal.
In Pittsburgh, as in many other cities in the country, African Americans face some of the lowest rates of home ownership and four other indicators of wealth accumulation. Now, a Pittsburgh foundation better known for funding reading literacy than financial literacy is partnering with African-American churches to preach the gospel of financial independence.
The hands of Rev. Sam Ware hint at his passion for his dream to restore this abandoned block in Homewood. He wants to build new, attractive homes for ownership by residents who have only known renting.

By Thomas Buell, Jr.
ev. Sam Ware can walk down the block from his office in the New Life African Methodist Episcopal Church, located in Pittsburgh’s Homewood section, and witness firsthand the problems facing his congregation. He can see the crumbling sidewalks, boarded-up windows, dirt yards—all of them symbols of a community in trouble.

He worries about the high unemployment rate in this piece of the city, the threats of crime and violence, the below-average incomes, the challenges of so many single-parent families and the lack of opportunities for many members of his flock.
But Rev. Ware is still an optimistic man. He can walk a little farther and see solutions. Down the street stands a row of 45 drab apartments, each one barely distinguishable from the next. He is leading an effort to tear down those condemned buildings and, in their place, build 20 free-standing, single-family houses that will be sold to qualified families.

“They’ll be homes for people to be proud of, for children to look forward to coming home to,” he says, beaming. “They’ll change the way people in this community think about themselves. That’s the kind of thing that makes a difference in people’s lives.”

Rev. Ware is also executive director of Building United of Southwestern Pennsylvania, a nondenominational organization representing some 1,200 churches in six counties that renovates homes for area residents. He compares his latest mission, the seeds of which were planted in meetings of area clergy five years ago, to assembling a jigsaw puzzle.

He has overseen the acquisition of the 45 apartments and numerous other properties. Building United has worked with local banks to arrange construction financing for the new homes. It has lined up Countrywide Home Loans, one of the nation’s largest minority lenders, to provide $100 million in mortgages for low- and moderate-income families in the region for the next three years. It has the backing of Fannie Mae, the nation’s largest minority lender, to provide $100 million in mortgages for low- and moderate-income families in the region for the next three years. It has the backing of Fannie Mae, the largest source of financing for home loans.

“The last piece of the puzzle was to teach people how to better manage their money and allow more of them to buy the homes we were bringing on the market,” Rev. Ware says.

That last piece of the puzzle fell into place earlier this year with the creation of Faith Saves, a program receiving startup funding from The Heinz Endowments to teach financial literacy through Building United’s network of area churches. Although it’s open to anyone, Faith Saves is aimed primarily at low-income and minority individuals who have not thought themselves capable of home ownership and building wealth—defined as a person’s assets minus debts.

Pittsburgh is the first city to launch the Faith Saves program, which is modeled on the America Saves project developed by the Consumer Federation of America (CFA) to educate consumers on the importance of building wealth, not debt. If successful here, Faith Saves could be expanded to other cities, says Stephen Brobeck, the Consumer Federation’s executive director.

“Home ownership is clearly the best way for lower-income households to build personal wealth,” he says. “Therefore, it’s critical that consumers develop savings habits that enable home ownership. CFA is joining the Faith Saves initiative in order to provide lower-income Americans with the necessary tools to join the ranks of homeowners.”

Faith Saves is designed to help motivate and educate prospective homeowners on the importance of savings through a team approach within each church. Free group seminars and individual sessions will be offered to advise participants that saving even small amounts of money on a regular basis can lead to positive results.

Funding from the Endowments will support development of a marketing program to help churches draw participants to their specialized financial planning sessions, motivational workshops and a hotline. Faith Saves will select and train wealth coaches and speakers. Success will be determined by the number of participants who contribute regularly to a savings account, by scores on financial aptitude tests and by progress made toward the goal of home ownership.

“Financial literacy is the cornerstone of this entire effort to increase home ownership and build wealth because, even if someone is able to buy a home, they have to be able to maintain it and leverage it in a way that puts them in a better position for the future,” says Carmen Anderson, program officer for the Endowments’ Children, Youth & Families Program.

Faith Saves programs are currently in the early stages of development at seven churches in the area, including Covenant Church of Pittsburgh, located in Wilkinsburg.

Associate Pastor Iris Goshay, who has been appointed Covenant Church’s site coordinator for Faith Saves, says she knows from personal experience that financial literacy programs can bring benefits to individuals and communities. She is a graduate of just such a course.

“I’ve always been a good saver, and my house is already paid for, but I still found it very helpful to discipline myself to set money aside for the property taxes when I started to pay those myself,” she said. “So I can certainly recommend Faith Saves to anyone who wants to improve their money management skills.”

Once the program is up and running, participants will attend monthly meetings to reinforce what they’ve learned about money management and establishing new habits.

Tom Buell is a Pittsburgh-based writing and communications consultant who often writes on financial issues. His last story for h magazine, which ran in the Summer 2003 issue, reported on a program to bring more diversity into Pittsburgh rowing groups.
“Our church did a survey of members, and what they asked for was more financial training and credit counseling,” says Goshay. “No matter how much money they earn, people still can benefit from learning good financial skills, and the church is a good place to do it because it’s a place they trust and it’s where they feel comfortable.”

At Potter’s House Ministries in Braddock, Shariene Hampton quickly signed up, and now is actively urging other members of her congregation to do the same.

“I’m really encouraging the younger people, especially, because it will really help them learn good habits of saving at a young age,” says Hampton, 44, who is single but devotes much of her free time to programs that encourage young entrepreneurs and provide job opportunities for ex-offenders.

She signed up for Faith Saves, she says, after her savings were lost in repairing serious water damage to her home. Related legal wrangling with her insurance company made her realize she needed a better emergency plan.

“I needed a Plan B, and I think Faith Saves is an excellent way to do it,” says Hampton. “I think it will really enhance the community in a big way.”

For Fred Dukes, a pastor at Potter’s House, Faith Saves will be a good way to save some money so he and his wife can buy a smaller home now that his children have left for college.

“We decided it would be a great way to…maximize our income on a daily basis. I tell the others in the congregation that, just like professional athletes who had to learn the fundamentals before they became great, they need to do the same things in their lives and with their money.”

Howard Slaughter, director of Fannie Mae’s Pittsburgh Partnership office, agrees that the church setting will be important in getting Faith Saves off the ground.

“Trust is the most significant factor when working in this realm because many individuals who want to save may not be willing to sit down and talk with someone they do not know,” says Slaughter, who was instrumental in bringing together Building United, the Consumer Federation, Countrywide Home Loans and the Endowments.

Since Faith Saves is just getting off the ground, the hard numbers that can show success are not available. However, the Consumer Federation’s America Saves and more than a dozen related programs around the country have attracted some 500 organizations, including about 100 financial institutions that have lowered or eliminated minimum balance requirements on savings accounts.

So far, more than 16,000 Americans have enrolled as Savers, which requires them to develop wealth-building goals and specific plans, including monthly dollar deposits. Consumer Federation counselors say that the typical Saver is a moderate-income young adult who is saving $40 a month.

Depressing local statistics covering the financial status of minorities and low-income residents underscore the need for financial literacy assistance. In Pittsburgh, minority home ownership averages about 39 percent, compared with a national level of 49 percent. The home-ownership rate for all Americans is 68 percent.

In economic terms, Pittsburgh lags behind the rest of the country when measuring median household income with an average of about $29,000, compared with the national average of $42,000, according to the latest U.S. Census figures.

The number of people living below the poverty line in Pittsburgh was 20.4 percent, compared with the national average of 12.4 percent. In predominantly African-American neighborhoods, the numbers were far higher. In Rev. Ware’s community of Homewood, which has a 98 percent minority population, 30 percent of residents live in poverty, according to census data.

Nationwide, research by the Consumer Federation shows that the wealth gap between the poor and other Americans—which has historically been much wider than the income gap—has been growing through the past decade.

In 2001, the net wealth of the typical poor household was $6,720 compared with $86,100 for the average American household. That is a wealth gap of 13 to one, compared to an income gap in the same year of only four to one, according to the Consumer Federation report.

The organization also found that poor Americans did not participate in the economic boom of the 1990s. Even adjusting for inflation, the net wealth of low-income households increased 7 percent, while the net wealth increase for all American households was 42 percent. Similar research by the Federal Reserve and the Consumer Federation found that the net wealth in a typical African-American household more than tripled during the same period, but still only climbed to $19,000.

“Home ownership is clearly the best way for lower-income households to build personal wealth.”

Rev. Sam Ware, New Life African Methodist Church
Reacting to try to close some of the gap in these financial inequities, Fannie Mae has provided financial support to Building United, along with the Catholic and Episcopal dioceses and the Federal Home Loan Bank of Pittsburgh.

The Faith Saves initiative brings together several organizations that have committed significant resources to increasing minority home ownership in the United States.

In January, Fannie Mae pledged to help 6 million families—including 1.8 million minority families—become first-time homeowners in the next decade. Fannie Mae’s new commitment to first-time home buyers is part of the next stage of the company’s American Dream Commitment, a plan announced in 2000 to provide $2 trillion in private capital for 18 million minority and underserved Americans to own or rent a home by the end of the decade.

In February of last year, Countrywide announced that it would extend its One Hundred Billion Dollar Challenge program, begun in 2001, to increase home ownership among minorities, lower-income individuals and individuals who live in underserved communities. The extended commitment will fund $600 billion in home loans to low-income Americans through the end of the decade.

In February of last year, Countrywide announced that it would extend its One Hundred Billion Dollar Challenge program, begun in 2001, to increase home ownership among minorities, lower-income individuals and individuals who live in underserved communities. The extended commitment will fund $600 billion in home loans to low-income Americans through the end of the decade.

Since the early 1990s, Calabasas, Calif.–based Countrywide has offered an affordable lending program called House America, which provides more flexible underwriting guidelines, enabling more people to qualify for home loans by way of more liberal down payment, income and cash reserve requirements.

The House America program, which also allows for more flexible review of credit and employment histories, will be available to participants in the Faith Saves program.

Countrywide’s major objective with these programs, says Sandra Speed, vice president of community development initiatives, is to provide community members with the knowledge they need to pursue home ownership and to “communicate the message that owning a home is an attainable goal and a primary step toward creating personal wealth.”

The goal of saving for home ownership is important in that it creates a sense of hope in a community, says Bishop Joseph Garlington, founder and senior pastor of Covenant Church.

Learning better money management habits is not unlike starting an exercise program, he says. Both are more likely to succeed with support from family and friends.

Increasing financial literacy and wealth accumulation numbers among minorities is “change on a massive scale, and to be successful we will need the entire community’s help,” says Garlington. “When you have more people, they begin to encourage each other. My church also has many people who have resolved their financial issues, but they can act as mentors to the younger people.”

For Rev. Ware, who has been receiving phone calls from interested church groups and representatives of financial institutions since Faith Saves went public with a press conference in February, the prospect of teaching members of his congregation about ways to save their money is very exciting.

“It will have a tremendous ripple effect,” he says. “If we help an individual, that will help a family. And if we help a family, that will help a community. And if we help a community, that will help our city. It’s a process of transformation. What’s not to like about it?”

Some of the women leaders of New Life African Methodist Church in Homewood mix preparations for Palm Sunday services with discussions around the Faith Saves program. Many financial literacy students are women who are the head of their household. Preparing palms, at left, is Kellie Ware, 19, daughter of Rev. Ware.
Concrete barriers, asphalt and a vacant strip of land are the tell-tale side effects of sprawl near Robinson Town Centre Mall, Robinson Township. A Brookings Institution study lays bare the costs of poor land-development policies and fragmented government to Pennsylvania's economy.
STANDOFF

STUDY AS ITS BANNER IN A LOCAL BIG-BOX DEVELOPMENT BATTLE.

By Michelle Pilecki
rom one angle, just through the trees, you can spot the tops of the tallest buildings in the business core of downtown Pittsburgh, the Golden Triangle. Turn slightly to the south, and you’re treated to a commanding view of the Ohio River.

“It’s a beautiful piece of property, absolutely gorgeous,” says Mary Louise Fowkes of the potential of the 75-acre parcel in neighboring Kilbuck Township. “It’s 15 minutes from downtown Pittsburgh,” she continues, “25 minutes from the airport.” Her enthusiasm waxes in imagining the possibilities for, oh, a mix of businesses and houses that could attract young professionals, plus maybe an “eco-hotel” with hiking trails through the wooded hillside. So what’s on the drawing board for that site?

The Emsworth stay-at-home mom is one of 15 active members of Communities First, a nonprofit group comprising residents of nine towns along the north shore of the Ohio River. The group was formed two years ago to fight the building of a 204,000-square-foot Wal-Mart and a 102,000-square-foot strip mall on the site, once the campus of the former Dixmont State Hospital. Armed as much with tenacity as with optimism, the activists have added something new to their arsenal: Back to Prosperity: A Competitive Agenda for Renewing Pennsylvania, a report by the Brookings Institution Center on Urban and Metropolitan Policy, funded by the William Penn Foundation of Philadelphia and The Heinz Endowments.

Certainly, the regionally based foundations at opposite ends of the state did not have a cadre of suburban community activists in mind when they commissioned the Washington, D.C. – based think tank to study development trends and what they portend for Pennsylvania’s economic future. Behind the dry statistics on sprawl and abstract analyses about land-use planning are real-life struggles involving groups like Communities First and municipalities desperate for economic development.

The big-box battle under way in Kilbuck is “kind of a microcosm of what’s wrong in Allegheny County,” says Fowkes. The area’s assets are at risk rather than appreciated—“squandered” is a word you hear a lot—in piecemeal development pursued in competition for pieces of an ever-smaller economic pie. Instead, these anti-sprawl activists say, these assets could be used to sell a plan that focuses on infrastructure-rich cities and older suburbs where most Pennsylvanians actually live, and to where those outside the state would want to relocate.

Michelle Pilecki, former executive editor of Pittsburgh Magazine, has written and edited many stories connected to land-use planning and urban development. Her last story for h magazine, reporting on Endowments programs to train workers to meet the demands of southwestern Pennsylvania’s struggling manufacturing base, appeared in the Summer 2003 issue.
Neither the problem nor the solution is about money alone: “We pour hundreds of thousands of grant dollars into building highways and sewers and subsidizing economic development,” notes Caren Glotfelty, director of the Endowments’ Environment Program. “We’re the second-busiest state in terms of funding those activities. But Brookings found that the way land-use planning is done is an impediment to economic progress. Bottom line: we are not going to attract the quality jobs we say we want to attract.”

Pennsylvania has the tools and the resources, the Brookings study team found, but they need to be better directed. The incentives the state currently provides for development are counterproductive as the economy lurches out of a manufacturing past into an uncertain future. “We’re getting more play on this issue,” says Court Gold, director of Sustainable Pittsburgh, a smart-growth advocate group funded by the Endowments since 1999. “The region’s poor economic performance…is creating a willingness to try something new, because business as usual is not working for southwestern Pennsylvania.”

Since its rollout in December, Back to Prosperity has been well received across the state by government officials—Gov. Ed Rendell even cited the report in rolling out his smart-growth agenda in this year’s budget address. Journalists and policy wonks also have been paying close attention. But perhaps nowhere is the reaction more animated than among many residents of the state’s outlying boroughs and townships.

“How have you seen the Brookings report?” Communities First activists ask in offering residents their own two-sheet, condensed version in approaching residents about the proposed Wal-Mart development.

“The core is being hollowed out,” says Communities First Director Joan Miles. “When I moved here, I was taken aback when I drove through Coraopolis. Practically every other store is boarded up. It’s not a pretty picture.” Miles, an environmental consultant who lives in Sewickley, recognizes that some of the store closings come from previous hard times, “but we’re exacerbating that and damaging beautiful old communities.”

Critics of long-standing land development policies say the situation could get worse. “Some people say that within five years we’re going to see lots more municipalities all over the place going under distressed status,” says the Endowments’ Glotfelty. “There are a lot now that are just on the verge.” That pronouncement is backed by a recent Pittsburgh Post-Gazette analysis that found 55 of Allegheny County’s 130 municipalities had decreased property values. It also reported newly elected County Executive Dan Onorato’s observation that 30 of them are facing the same financial crisis, or worse, as the City of Pittsburgh, which is under the control of two state management boards.

“All these little communities are scrounging around for money because they need it to survive, and they’re reducing the quality of life for surrounding communities,” Fowkes says. Notes Glotfelty: “They’re making perfectly rational decisions based on the incentive structure, but they have to chase new tax dollars or new grant dollars” to maintain their tax bases and pay their bills.

“Kilbuck is in desperate need of money,” Fowkes concedes, referring to township supervisors’ motivation for embracing the Wal-Mart project. “But it’s the neighbors who will bear the brunt of the pain.”

John Atwood of ASC Development, which would develop both the Wal-Mart and the accompanying strip mall, projects that the site’s current property tax bill of $20,000 would grow to $535,000 after construction: $100,000 for Allegheny County, $300,000 for Avonworth School District and $135,000 for Kilbuck Township. The township’s total budget this year is $885,456, with one of the area’s highest tax rates of 8 mills. David Blackson, chairman of the township’s board of supervisors, points out that Kilbuck has very few businesses, and its 723 residents have to travel elsewhere to shop for groceries and other staples.

The property, which comprises some 25 percent of the 2.6-square-mile township, has lain idle since Dixmont closed in 1984. Ralph Stroyne, Jr., who lives on a farm adjacent to the site, bought all 407 acres in 1999 and considered various development options, “and none is as valuable as the Wal-Mart,” he says. Pittsburgh’s glut of office space nixed an office-park development, he recounts. Although the Avonworth School

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**BY THE NUMBERS**

**PITTSBURGH METRO AREA (1982–1997):**

- Population Loss: 166,000
- Number of Gained Households: 24,000
- Number of Acres Urbanized Per Added Household: 8.5
Board has taken no official stance, at least one school board member dissuaded Stroyne from residential proposals because it would strain the district’s already stretched resources. A Pennsylvania State University study on the cost of community services estimated in 2000 that for every dollar collected in taxes from a residential area, $1.03–$2.11 is needed in services, mainly for schools, while commercial and industrial uses cost under 40 cents per tax dollar. Stroyne also points out that “Wal-Mart would buy 75 acres of the only polluted property on the site,” and clean up the asbestos, PCBs and underground fuel tanks that deterred buyers for years. The remainder of the parcel, which also abuts property owned and preserved by the Western Pennsylvania Conservancy, would remain undeveloped during his lifetime, says the 60-year-old Stroyne.

Arkansas-based Wal-Mart, the world’s largest retailer, has run into pockets of similar community-based opposition elsewhere. A growing number of communities are turning the store away. The most closely watched has been in Inglewood, Calif., where Wal-Mart spent more than $1 million supporting a ballot initiative to bypass local government opposition and allow the building of a 150,000-square-foot super center. Voters in the largely Latino and African-American suburb of Los Angeles rejected the measure—and the store—by 60 to 40 percent on April 6 this year.

Kilbuck’s proposed Wal-Mart super center, which would be located a scant six miles from another super center and big-box competitors in Robinson, threatens dozens of local independently owned stores and would create only 100 jobs for every 150 it wipes out, according to Communities First’s research and the Web site walmartwatch.com. Wal-Mart officials did not respond to several phone inquiries for comment.

Also threatened is the traditional centralized community, which is exactly what convinced Communities First’s Miles and her husband, Dr. Clifford Bob, to move from Boston to Sewickley, the market “village” for the upscale boroughs of charming homes and sky-high property values. It’s also where the couple’s children, 13-year-old Alex and 11-year-old Natalie, can walk to Quaker Valley schools.

Only a few miles east is the tiny borough of Glenfield—ground zero for the anti-Wal-Mart crusade. The working-class community of 236 residents doesn’t have a Sewickley-posh business district, given that it is boxed in by a mammoth concrete interchange for Interstate 79 and Route 65, better known to residents along its path as “Killer 65” after a spate of fatal accidents in the late 1980s.

In fact, Fowkes credits Glenfield Mayor Steve Zingerman and his wife, Maureen, responding to the threat of more traffic congestion, for starting Communities First. Fowkes herself uses Route 65 daily for several round trips, shepherding 7-year-old Barret and 6-year-old Calder to school. The group cites Pennsylvania Department of Transportation statistics that the proposed Wal-Mart would add 1,500 vehicles to daily rush-hour traffic on the highway, and a total addition of between 7,000 and 12,000 vehicles to the road each day. ASC developer Atwood says those numbers are greatly exaggerated.

Fowkes notes that the addition of a traffic signal and a left-turn lane, leading into the proposed shopping center’s sole entrance (on Route 65), will involve at least one intersection that PennDOT officials acknowledge is already at its load limit. As it is now, traffic backs up about a quarter of a mile during rush hour.

What irks affected residents the most is the state PennDOT officials’ own refusal to consider the interaction of this proposed development with Mount Nebo Pointe, a new strip mall to be anchored by a Target, under construction along Camp Horne Road in Ohio Township. “They’re less than four miles from each other, but [transportation officials] consider them separately,” Fowkes says. Yet the failure of any given state agency—or individual municipality or developer—to look at the big picture and how proposed developments interact with each other, with existing communities and with a coherent, cohesive strategy for economic progress, is hardly unique to the Kilbuck project.

“Pennsylvania is doing a lot of micro things right but a lot of macro things wrong,” says Bruce Katz, vice president and founding director of the Brookings Institution’s Center on Urban and Metropolitan Policy, which produced Back to Prosperity. He points to progress across the state in neighborhood and downtown revitalization, improvements in public housing, good design and historic preservation. “But on a macro level, state policies remain stuck in a 1950s vision: more roads, more suburban development, any economic activity you can get. It doesn’t match up to the way the economy has changed,” he says.

The 21st-century global economy requires a much broader approach, which is why the “Philadelphia-centric” William Penn Foundation teamed up with the Endowments. “In the past, we really looked at just our grantmaking region without looking at state policy,” says Andrew Johnson, environment and communities program officer at William Penn. “But state
policy is part of the problem. What’s happening in Philadelphia is relevant to what’s happening in Pittsburgh and other cities. We have to look to Harrisburg for the solution."

Katz notes that a lot of state policy can be reformed administratively, without new legislation. Many state agencies make the process more cumbersome than it needs to be, he says, and those agencies should focus economic-development resources—like tax increment financing (TIF), which allows future tax revenue from new developments to cover infrastructure costs—to favor the established cities and first-ring suburbs. The use of such tax-abatement mechanisms for greenfield developments like Mount Nebo Pointe is a sore spot for Communities First. (No TIF is involved in the Dixmont project.)

“People don’t always pay full cost for what they get and the costs they impose,” adds urban planning consultant Ray Reaves, also a member of Communities First’s new advisory board. He mentions the expense not only of new roads and water and sewer lines, but also the costs of maintenance, air pollution from increased traffic and water pollution from runoff, among many issues.

The solution to so much destructive municipal competition is more cooperation, if not actual merging of governments.
State law would have to be amended to make it easier for towns that want to merge or dissolve voluntarily, Glotfelty notes, but multi-municipal planning is already possible. And foundation resources abound to make it accessible to officials of local governments. Reaves, the former director of Allegheny County’s planning department, manages a workshop program sponsored by 10,000 Friends of Pennsylvania, a statewide environmental nonprofit also involved in producing the Brookings report, covering the benefits of planning. And through the Local Government Academy, also funded by the Endowments, he runs a series of multi-municipal planning workshops funded by the Richard King Mellon, Laurel and Pittsburgh foundations.

“A lot of local officials are pretty parochial, but for these people, who have a real job, to devote the kind of time they do for little or no pay and a lot of hassle—what they do is admirable,” Reaves says. “I have a lot of respect for them. I just wish there were fewer of them.”

The Communities First activists also wish that for big-box stores. They’re alarmed at the Brookings’ finding that Wal-Mart is Pennsylvania’s largest private employer, and growing. “It’s ‘economic development.’ You’re ‘creating jobs,’” says Fowkes. “For somebody just looking to be re-elected, they’re great statistics: we ‘created jobs.’ But they’re $8.75 an hour; there’s no benefits.” Countering this, Wal-Mart executives have been quoted in other news accounts insisting that 48 percent of employees are covered by the company’s health insurance.

Communities First continues to talk with a range of developers and organizations about different uses for the site. “We really feel we can’t just leave after the fight,” says Fowkes. “It would be the wrong thing to do.”

In mid-April, hundreds of local residents streamed through the Kilbuck municipal building for more than three hours during an open house hosted by ASC Development, with officials from ASC, PennDOT, the township and a Beaver Falls firm, Widmer Engineering, which conducted the traffic studies. ASC’s Atwood displays photos of the abandoned Dixmont campus. “We’re talking about dilapidated buildings. The site is being recycled and brought back,” he says. As far as noise, he continues, the hilltop site is well isolated from residences. “I couldn’t think of a better spot to put this project.”

Communities First activists try to stick to infrastructure reasons in arguing why the location is a bad choice for big-box development. These tend to perk up ears across municipal lines. A sewerage issue is one of them—an 80,000-gallon sewage treatment plant will likely have to be built to handle the new development—but it uncovers a larger problem that is crystallized in the Brookings report—the lack of communication among small municipalities.

“I’m not against any development, per se, but nobody from Kilbuck has come to us,” notes Maria West, president of nearby Emsworth’s borough council. She’s at the open house with questions about sewerage and traffic safety. “It was like, ‘Just suck it up,’ or something. Sure, they need the tax revenue, but it’s not right for us. We’re not asking for dollars, just for the safety of our people.”

There is still time for talk. The Wal-Mart isn’t going anywhere in Kilbuck just yet, though the township’s planning commission granted final approval of the project in April, and the board of supervisors is expected to approve the plans in June. Atwood says he’s “looking to start as soon as possible,” though could not confirm whether construction would begin this year. State transportation and environmental protection officials have not yet issued the necessary permits, and no property deeds have changed hands.

That also leaves more time for Communities First activists to win more converts to the Back to Prosperity agenda.

“Smart growth is about choices and the best use of resources,” says former county planning director Reaves. “Show them the real costs and what they’ll get in return.”
At several points in its nearly 250-year history, Pittsburgh has risen to dominate the world stage, thanks, in large part, to the brawn and brains of immigrants. Now, in the struggle to break out of a two-decades-long economic decline, a local foundation is trying to change the region’s unenviable position as one of the least ethnically and racially diverse in the country.

By Jeffery Fraser
Jeff Fraser is a freelance writer based in Pittsburgh. His last story for h magazine was a profile of the Pennsylvania Performing Arts on Tour program in the Winter 2003 issue.

“We are at the bottom of a lot of lists,” says Brian Kelley, director of The Heinz Endowments’ Economic Opportunity Program. “That is not where you want to be.”

Particularly when the Pittsburgh metropolitan area has steadily lost population since 1970—a silent crisis that threatens everything from the prospects for economic growth to political representation in Harrisburg and Washington.

Immigrants, while not the cure-all for complex economic ills, have helped restore health to aging, former industrial regions like southwestern Pennsylvania. They have been aggressively courted for metro areas in Colorado, which spent $7.4 million on an immigrant-support initiative, and cities such as Nashville, Tennessee, and Louisville, Kentucky.

“Study after study shows there are no healthy urban areas that have become healthy or stayed healthy without international immigration,” says Kelley.

In western Pennsylvania, the wake-up call was the 2000 U.S. Census—the fourth consecutive federal population count to show regional losses. Something had to be done to address the shrinking and aging population. If American-born residents of other states were not moving in, why not make a stronger play for immigrants?

In 2002, the Endowments embarked on a strategy to help the region become a destination of choice for a new generation of legal immigrants, an important step toward promoting economic growth and nurturing a more viable workforce—two key Economic Opportunity Program goals.

“Pittsburgh is like a lot of former industrial centers in the northeast—too much old infrastructure for too few residents,” says Heinz Endowments President Maxwell King. “That’s why a policy of encouraging more immigration is so important to revitalizing these older urban areas. Otherwise, the alternative is to start tearing them down.”

With its support of the Hispanic Latino Center, Jewish Family & Children’s Service and the World Affairs Council of Pittsburgh, the Endowments is helping to build the foundation of services necessary to attract and retain immigrants, including legal, immigration, citizenship, employment and housing assistance, and efforts to educate the region about other nations, people and cultures.

Local government also began to appreciate the potential of immigration. In May 2001, the International Transition Team convened by then–Allegheny County Chief Executive Jim Roddey recommended that the region redefine itself as a major international center to gain foreign business and investment. It also noted that creating a welcoming environment for...
immigrants was a key to attracting and retaining the skills and labor they offered.

The stakes remain high. Unless the bleeding of working-age residents is stanched and the workforce expanded, the region is expected to run out of enough workers to satisfy even modest labor market growth. More specifically, job growth and retirements over the next 10 years will demand from the region an estimated 125,000 more workers than it has to offer, according to a 2002 study by Duquesne University’s Center for Competitive Workforce Development.

Such trends can be lethal to efforts to recruit new businesses and retain homegrown startups. Few companies are eager to relocate to an airtight job market in which the only way to get employees is to steal them from someone else. And a shortage of workers prevents young firms from expanding, reducing western Pennsylvania to a successful incubator of companies that go elsewhere to realize their full potential.

Many of the region’s employers are already under stress. In 2002, when everyone was feeling the sting of recession, 90 percent of the employers surveyed by Duquesne University reported that skilled production jobs were “somewhat or very difficult” to fill, and 54 percent said the same about unskilled production jobs.

If immigrants are a solution, it is no mystery what draws them: jobs, support, family and friends, and a quality of life better than what they’ve known top the list.

Unskilled, low-skilled and entry-level jobs account for the most openings in the region, and many immigrants are willing to work them, even those paying under $8 an hour, says Eugene V. Matta, executive director of the Hispanic Latino Center, Inc., which was started with a seed grant from the Endowments in 2001.

In fact, Matta says, many of the job seekers who contact the North Side nonprofit are Hispanic men and women looking for a second job as part of a process of moving gradually up the economic ladder, and not staying put on one of the lower rungs. “There are families who between the mother and father have four jobs. They like the money. They live well. They buy homes, cars. They send their kids to school. They are well dressed, well fed. They have never had that before.”

The Hispanic Latino Center’s Workforce Solutions program connects immigrants looking for work to more than

—I took a challenge, sold everything, paid our debts and moved here with just a little to get by. And, once again, we started from the bottom up.”  

Joel Garcia

To pay the bills, Joel Garcia works full-time as a building contractor. But his dream of building a new church to serve fellow Latinos is what drew him to Pittsburgh.
100 employers with jobs to offer, counsels and supports them when they enter the workplace and, in partnership with Goodwill Industries and Jewish Family & Children’s Service, trains them to work in the high-demand fields of the moment—bilingual customer service, data entry, hospitality and general labor.

Other services include help with housing, referrals for legal assistance and a volunteer-driven survey project to draw a more accurate profile of the region’s Hispanic population and its scope, needs and aspirations.

Joel Garcia, a native of Mexico, turned to the Hispanic Latino Center for help finding a job when he arrived in Pittsburgh during the winter of 2002. The 36-year-old permanent legal resident uprooted his wife and three children from San Diego to establish a nondenominational Christian church to serve a small but growing Hispanic community in Pittsburgh’s southern neighborhoods.

By day, Garcia works construction. At night, he tends to his ministry. Steady work and Pittsburgh’s affordable real estate market enabled him to buy a three-story home in the city’s Allentown section last year. “My first calling is a minister,” he says. “I took a challenge, sold everything, paid our debts and moved here with just a little to get by. And, once again, we started from the bottom up.”

Ana Paula Carvalho telephoned the Hispanic Latino Center in distress only weeks after starting her dream career. In August 2001, she was denied permission to work and forced to abandon her first class as an instructor of Portuguese at the University of Pittsburgh. Carvalho, a Brazilian, had entered the United States in 1994 as a student with her Brazilian husband. Seven years later, divorced and remarried to a West Virginia–born Regent Square resident, she learned that her immigration status was still tied to her ex-husband’s and required her to return to Brazil. She needed a lawyer but the private immigration lawyers she consulted were too pricey for the suddenly unemployed and bewildered teacher. The Hispanic Latino Center referred her to Jewish Family & Children’s Service, whose staff attorneys help immigrants for a nominal fee.

“If you don’t have a lot of money and want to talk to someone who understands the whole bureaucratic process and the things you are going through in your personal life, it’s hard,” Carvalho says. “When I couldn’t work anymore, I didn’t
know what to do. I started getting depressed. And then to deal with someone who listens and understands a little bit about your culture, it helps a lot.”

Within three months, she was back in the classroom, her immigration problems resolved by Jewish Family & Children’s Service attorneys, who also helped her apply to become a permanent legal resident. She continues to teach at the university and is expecting her first child.

Jewish Family & Children’s Service, which receives annual support from the Endowments, provides a range of immigration services, including help preparing foreign-born residents for naturalization and refugee services, such as job readiness and housing assistance and medical case management. The Squirrel Hill–based nonprofit’s Pittsburgh Regional Immigrant Assistance Center is the only U.S. Department of Justice–accredited program in the region providing expert legal and immigration aid to foreign-born newcomers of limited means who otherwise cannot afford it.

“There is nowhere else for people to turn,” says Linda Ehrenreich, associate executive director, Jewish Family & Children’s Service. “This is a critical component in making the region a more welcoming place for people and helping them petition to bring their relatives over and to go to work legally.”

The Service has long been successful in resettling refugees and immigrants in and around Pittsburgh. Of the 2,200 Russian and Bosnian refugees it helped to relocate, 95 percent are employed, 75 percent own homes and 85 percent continue to live in the region.

For an immigrant who makes it to Pittsburgh high on hopes and dreams but short on money or contacts, Endowments-funded nonprofit groups offer services that can make the difference in a person’s ability to put down roots. There are lawyers who will dispense legal advice for a nominal fee; there is information on the next available English-as-a-Second-Language class, there are prep sessions on how to shine during a job interview.

“My first Christmas here was a homesick time. It was cold in my apartment. No family. And all I had to eat was soup in a bag,” says Stan Musak, a Jewish Family & Children’s Service client.

The 33-year-old left Slovakia for Pittsburgh in 1998 looking for adventure and a job as a mechanical engineer in America. He underestimated the language barrier and could land only spotty, low-paying work. “Many people in my country have the illusion that whoever comes to America becomes a millionaire right away. They don’t understand how hard it can be just to earn a dollar.”

Musak’s prospects improved after language classes raised his English-speaking skills. Today, he is a Federal Express supervisor and full U.S. citizen. He is the owner of a modest brick house in Castle Shannon, a southern Pittsburgh suburb where he lives with his wife, Blanka, a Czech Republic native who has applied to be a permanent U.S. resident.

“From our experience, people want to feel good about being here and want to encourage others to come here,” says Schuyler Foerster, president of the World Affairs Council of Pittsburgh. “It is not only important that the Ph.D. working at Seagate [Technologies, a Pittsburgh-based world leader in production of computer hardware and software] feels comfortable, but also that his wife feels comfortable living in a neighborhood here.”

Guillermo Campana couldn’t agree more. Raised in Chile, educated in Brazil and transferred to Pittsburgh in 1996 by PPG Industries as market development manager of its Chlor-Alkali and Derivative Chemical Group, Campana has become such an advocate of western Pennsylvania, its people and quality of life that he plans to retire here, some 5,000 miles away from his native land.

“It is most important when you are coming to another country that your wife and family like it,” says Campana, who lives in Wexford, the suburb at Allegheny County’s northern border. “Because if they are not happy, there is no way you will set roots. My wife and my daughters found very good friends. We have very good neighbors. The schools helped my daughters, who spoke Spanish, Portuguese and German, but not English. These things this country has offered my family make us very proud.”

Recently, support from the Endowments has helped the World Affairs Council, another longtime grantee, organize the region’s international communities and make them more visible. Its Web site, globalpittsburgh.org, profiles 50 international communities in the region, offers the world a glimpse of life in western Pennsylvania and stands as a portal to essential information for immigrants and employers alike.

“It is important that we become more international and welcome international residents,” says the Endowments’ Kelley. “Because if we pull up the drawbridge, all we do is shrink and go away.”
Pittsburgh Ballet Theatre managers thought they wouldn’t benefit from a shared-services program. Now, they’re true believers. Here, choreographer Matjash Mrozewski rehearses dancers Stephen Hadala and Justine Pojanowski for a production set to the music of Bruce Springsteen and Pete Seeger.
For Pittsburgh’s fiercely independent arts groups, subscriber information is the jealously guarded treasure of the cultural realm. But a new foundations-led, shared-services program has convinced groups to open up, benefiting everyone’s bottom line.

THE ART OF SHARING

By Christine H. O’Toole
Janet Sarbaugh runs her fingers through her long red hair and shakes her head slowly when she thinks about the marathon just completed. “It could have been a train wreck,” she says bluntly.

The Endowments’ Arts & Culture Program director is referring to an effort she has shepherded for six years: cajoling and coaxing the city’s largest performing arts organizations into sharing cost-saving programs and marketing efforts.

Collaboration among arts groups is a concept with lots of national buzz, but it may be more often honored in the breach. Drooping attendance has led pared-to-the-bone arts groups in Charlotte, Long Beach, south Florida, Detroit and other cities to attempt alliances for joint purchasing, pooled market data and coordinated prospecting for audiences. But endeavors to coordinate fiercely independent and competing arts groups are easily derailed, and the results are often far down the track.

“Coke and Pepsi would collaborate in a minute, if the law would let them. But with arts organizations, there almost has to be a law to make them collaborate,” says John Bare of the Knight Foundation, which has funded partnership pilots across the country.
Pittsburgh is the exception. Here, rival organizations have swallowed their fears, merged their marketing data and coughed up 25 cents from every ticket sold to support shared services. The effort has resulted in hard cost savings, early marketing success and the prospect of turbo-charging the group’s cross-selling efforts through sophisticated shared software. Supported by a $500,000 grant from the Endowments last year, and additional funding from the Richard King Mellon, Benedum and Eden Hall foundations, the ticketing and development project offers a powerful argument for further collaboration.

The Endowments, the city’s major arts funder, spent a decade funding exploratory studies before convening the first fractious discussions on a shared-services program in 1999. Overall, it has contributed more than $1 million in grants to make it a reality.

“This community’s cultural resources are among its greatest assets,” says Sarbaugh. “To preserve them, we have to deliver them more efficiently and effectively than ever.”

Scales from the downstairs rehearsal piano drift into a windowless office at Pittsburgh Opera headquarters as its general manager Mark Weinstein sips coffee. He is describing calls from colleagues curious about the city’s arts marketing experiment.

“There’s a hierarchy of questions,” he begins. “They start asking about purchasing; it’s easy to save on paper and pencils. Then they find out about our health-care costs—saving real dollars. And then database management and marketing and increased revenue. Now, it’s blowing their minds! And their final question always is: How in the world did you ever figure out how to cooperate?”

“The only answer is: We were forced to—in the nicest way,” says Weinstein. “We were pushed together. We had the Endowments playing their proper role in saying, ‘You guys better get along.’ Now, [other cities] are being pushed in the same way.”

Power-sharing wasn’t an issue when Heinz Hall was the city’s only downtown theater. A 15-year effort to restore and rejuvenate the city’s theater district, supported by the Endowments, expanded its turf in more ways than one. By the fall of 1999, when Pittsburgh Public Theater unveiled a brand-new home in the neighborhood, six major organizations were presenting more than 200 nights of live performance in four theaters each year. The combined budgets of Pittsburgh’s Symphony Orchestra, Opera, Ballet Theatre, Civic Light Opera, Cultural Trust and Public Theater would make them the third-largest performing arts entity in the country behind New York’s Lincoln Center and Washington’s Kennedy Center.

But offering more stages has not encouraged more cooperation.

“The Endowments had tried to play a facilitator role for a decade to encourage groups to cooperate. Nothing came of it,” recalls Sarbaugh. “The catalyst that brought it together was another theater coming online in Pittsburgh [the Public Theater’s O’Reilly].” “The business community saw the potential for tremendous economies,” remember Carol Brown, then president of the Trust.

Initial discussions about shared services were confined to the landlords: the Pittsburgh Symphony and the Cultural Trust,
along with the Public Theater, chief tenant at the O’Reilly.

“Those were the heavy gorillas: if they didn’t come along, no one would come along,” explains Weinstein. The pilot committee was chaired by Jim Rohr, chair of the Cultural Trust and head of one of the region’s largest financial institutions, PNC Financial Services Group.

Carol May, an arts marketer who launched Charlotte’s Marketing Services Organization in 1994, points to the foundation laid by the Endowments and Rohr as a key strategic decision. “A lot [of arts collaboratives] don’t get off the ground because they don’t have leadership,” she notes. “Having a major funder is very, very important, but you need a vision and a mission.”

“In the early going, there was a fair amount of denial of the need to work together,” recalls Rohr. Early discussions about shared ticketing created a troubling roadblock. “We had to break down barriers that said that anyone wanted to control anyone else’s destiny. So we started on things that didn’t have an ownership issue.” Heading that list were joint purchasing savings, including a pooled health insurance program.

Another thorny issue was where a shared-services office would reside. “We’re all in this together. Everyone has one vote. But it had to be housed somewhere,” recalls the opera’s Weinstein. “If it were housed at the symphony, we’d have to trust the symphony.”

The committee eventually compromised. A three-to-five-year pilot project would have a home at the Cultural Trust office, but would report to a watchful Shared Services Oversight Committee—board members and CEOs of the six member groups, which paid annual membership dues.

Mitch Swain, hired in mid-2000 to manage the effort, was convinced that success would breed confidence. “We had to establish early wins and trusts,” he recalls. To reinforce the effort’s cooperative spirit, he invited middle managers to begin meeting monthly. The working groups allayed fears of cutbacks. Finance directors tackled office purchasing, then health-care costs, and found their first six-figure savings.

“In the first year, when other organizations were seeing double-digit health insurance premium increases, we decreased 2 percent,” says Swain. “In the second year, where the regional increase was 17 percent and the national was 23 percent, our increase was under 10 percent, and we got better-quality programs with a bigger pool.”

Gideon Toepplitz, the symphony’s director at the time, admits that many in his organization were suspicious of the effort. “But when the numbers started coming in, at a time when we desperately needed money, the economics were convincing. Board suspicion has vanished.”

Energized, the group began to advance along the tightrope of comprehensive district marketing. Behind them lay 40 individually commissioned market research studies and surveys, addressing every issue except two central questions: What did Pittsburgh arts audiences do? What did they want? “They had been trading [mailing] lists but not knowing whether it was helping or hurting,” recalls consultant Prescott, who digested the stack of surveys.

Trepidation preceded trust once again. “We had subscribers who were generally wealthier, who were paying bigger ticket prices and who were very generous in terms of donations,” says the opera’s Weinstein. “We didn’t want to share our list.”

Individual groups had prided themselves on cozy, proprietary relationships with their customers, and believed they were intimately familiar with their customers’ predilections. “We had more research data on our audience than anyone,” says Steven Libman, recently retired after 13 years as managing director of Pittsburgh Ballet Theatre.

Prescott crafted an arts audience survey that examined those perceptions. The results showed “a great deal of overlap,” she notes. “Organizations did not have this big exclusive group of patrons.” Each organization was attracting about the same share—30 percent of the consumer’s performance purchases.

“It suggested that if you increased the overall pie—by bringing more people in—they’d get equal shares of a bigger pie.”

At an April 2002 meeting, Prescott presented her results to the Oversight Committee. “When we finished, Mark Weinstein said, ‘I have the least to gain here. You know what? I don’t care! I think we should do it!’ There were general head nods all around. It felt right. It made sense. It was one of the most gratifying days in my professional career.”

Swain says the research confirmed that “all of us working to market the district would help all of us and hurt none of us. The individual brands actually would be enhanced if people understood the Cultural District as a whole.”

With that validation, marketing directors dropped 12 years of ticket records on the common table. The nearly two million transactions became the raw material for a data-mining effort,
would help all of us and hurt none of us.”

Mitch Swain Director, Shared Services

the Strategic Arts Marketing database. “Once we had all the records of what people actually purchased, we were able to frame the district like a catalog,” explains database creator John Elliott. His cross-sell model, continuously updated, assigns point values to a huge range of preferences, from playwright August Wilson to comedy to guest soloists. The model adds zip-code data, but doesn’t make inferences solely on where patrons live. “In every case, with hundreds of variables, we found that demographics mean nothing,” he notes. “Actions trump demographics.”

The district’s first joint holiday “catalog,” featuring a whimsical red-capped gnome, debuted in November 2002, with the tagline “in the heart of the Cultural District”—a first use for a new brand slogan. The response exceeded all expectations: a 365 percent return on investment for a mailing that would have been judged a success at a quarter of that figure. The depth of the data, greater than any one group could have afforded, continues to provide insights. Of patrons buying tickets to the Ballet Theatre production of Othello, for example, one-third had never attended a district performance before. That proportion, trumping even the popular Nutcracker, yielded insights into programming. “We hadn’t realized that it was possible to extract bits and pieces to find people who had a unique predisposition to attend ballet,” Libman recalls. All six organizations began to routinely contribute data on a monthly basis and use it in telemarketing campaigns. Shared Services provides telemarketing and direct-mail data previously supplied by out-of-town contractors, reducing organizations’ costs by some $150,000 a year. A shared e-mail newsletter supplements selling efforts by sending news on the district’s gallery openings, show discounts and restaurant offers to 20,000 subscribers each month.

The launch of smART, as the database project has been dubbed, was a second big score for Shared Services, whose partners had earlier that year thrashed out a way to keep the program going as foundation funding diminished. An initial 25-cent ticket surcharge will be increased this year so that the program becomes self-sustaining. “If we had started with that discussion four years ago, it wouldn’t have worked—never in a million years!” says Weinstein. “But we…wanted more, and we figured out a way not to argue about how to do it.”

Carol May, the Charlotte program veteran, calls the surcharge solution “ingenious.” “I could see immediate fear if I had proposed that in Charlotte—wow. But Pittsburgh timed it right, by first picking a couple other programs and showing success right off the bat.”

No one pretends that the future collaborations will be easy, or that maintaining artistic independence under a more homogenized system isn’t a worry. A case in point is the gingerly renewed discussion about one-stop ticket shopping. That prospect was vetoed in the group’s earliest discussions as “too fast and furious,” says Cultural Trust President Kevin McMahon. While organizations now share ticket data after the fact, they don’t yet share a single ticket-selling function. The new ticketing software, Tessitura, developed by the Metropolitan Opera, offers the potential for increased revenues and richer cross-marketing opportunities—if the arts organizations can continue to share. The new marketing software will allow ticket sales through a single location: box office, Web site or phone number. Gleaning customer preferences from smART with the same prescience as Amazon.com or Lands’ End could result in Magic Flute tickets being marketed to Mozart symphony patrons, or Broadway-tour dance tickets to buyers of Lion King. It could also sell tickets at remote locations, from malls to coffee shops. Saving the hefty fees now paid to outside service bureaus is a prospect that makes arts managers salivate.

To the Cultural Trust’s McMahon, shared ticketing is the ultimate leap of faith for shared services. “I’m a great believer in scale,” he explains. “Until now, organizations haven’t really had to change their behavior. Now we will.”

The shared-services group is continuing to search for synergies. The city’s smaller arts organizations, which already share ticketing and management strategies, are expected to join their larger siblings’ software system in about two years. “The question now becomes: Can we find more wins?” asks the Endowments’ Sarbaugh. She is seeking more of an emphasis on measuring savings and audience, while the symphony’s former director, Toepplitz, sees promise in examining facilities management. Others hope that joint media purchases could leverage their ad dollars.

The opera’s Weinstein will continue to watch the hard numbers on the cost of running the shared-services program. “But we are saving a lot of money. The cross-marketing and marketing research—that’s invaluable. But then it goes to one level beyond. As we cooperate more on these levels, it sets the ground for artistic cooperation as well.”
William Isler, who became school board president in January, is a respected leader who has restored foundations’ confidence. During a visit to the International Studies School in Shadyside, Isler plays a word card game with second-graders Malika Fields and Kaitlyn Flanagan.
Three foundations rocked Pittsburgh when they suspended funding to the city’s school district two years ago. Now they’re back. Here’s why.

Making the Grade

By Grant Oliphant
he reporter didn’t mask his annoyance as he whispered just a little too loudly into his cell phone. “There’s nothing going on,” he complained. “Why did you send me here? It’s boring—they aren’t even fighting or anything.”

There is nothing unusual about a frustrated reporter grousing to his editor over a less-than-thrilling assignment. What made this conversation remarkable was that it took place in the hallway just outside a recent meeting of the Pittsburgh Board of Public Education.

That’s right, the Pittsburgh school board.

It’s tough not to sympathize with the reporter in this case. From a journalist’s point of view, until recently the school board made great copy. Not great as in “wonderful” or “uplifting.” Rather, great as in “Madness! Bedlam! Film at eleven!” Great political theater, the sort that helps local news outlets meet their minimum daily chaos-and-carnage requirement.

So our intrepid correspondent could be forgiven for his disappointment. But the school board’s journey from pro-wrestling–style entertainment to humdrum give-and-take has been welcomed by almost everyone else in Pittsburgh, including the three area foundations that made national news when they suspended funding to the Pittsburgh Public Schools two years ago. In fact, the Pittsburgh Foundation, Grable Foundation and The Heinz Endowments have been so encouraged by the transformation that in February they announced plans to resume funding for select district activities.

“Relations among school board members and the administration have become more collaborative and mutually respectful,” Endowments President Maxwell King said at a press conference to announce the resumption of funding. “There appears to be a greater willingness to set aside differences and to focus on the central issues of student achievement and sound financial management.”

King and his two foundation colleagues—Grable Foundation Executive Director Susan Brownlee and Pittsburgh Foundation President and CEO William Trueheart—were joined at the press conference by five of the school board’s nine members, including its president, William Isler; the district’s superintendent, John Thompson; and Al Fondy, head of the local teachers union.

“The foundations’ decision to resume funding tells us we are on the right track,” Isler declared. “This is a great day for the Pittsburgh Public Schools,” echoed Thompson.

But not all was sweetness and light. School board member Dan Romaniello, who had challenged the foundation leaders to draw as much attention to their resumption of funding as they had to the suspension, hinted at lingering tensions when he told a reporter, “I’m glad they’re back. I think it will help the kids, and it’s very welcome. But I don’t want them to think I’m going to be worried about it happening again. I’m going to do my job. I won’t be held hostage.”

Still, the tone and message of that press conference contrasted sharply with the one the foundations had called in July 2002, when King, Brownlee and Trueheart appeared alone before the cameras. Not mincing words, the three foundation executives had blasted the district for a “sharp decline of governance, leadership and fiscal discipline” and declared, “As investors, we can no longer be confident that any funds we put into the district will be used wisely and to the maximum benefit of students.”

Grant Oliphant is Associate Director of The Heinz Endowments. His last story, “Tough Love,” about the foundation’s suspension of funding to the Pittsburgh Public Schools, appeared in the Fall 2002 issue of h magazine.
Given the unprecedented toughness of those words, the foundations’ decision to re-engage with the district just 20 months later struck some observers as a capitulation. Some believed the three foundations should never have suspended funding to the school district in the first place, especially in so public a fashion and, for them, the resumption of funding was a vindication.

“Nothing happened except they got lots of headlines,” Phil Hallen, president emeritus of Pittsburgh’s Maurice Falk Medical Fund, told the Baltimore Sun. “They had mud on their faces, and they had to get out of it.”

Other observers took the opposite view and wondered whether the three foundations were giving up their leverage over the district by resuming funding too soon. Stephanie Wilson, the Endowments’ evaluation officer, jokingly reported being “stalked” by a group of education funders at a recent foundation conference in Seattle. “They thought we should have held out longer,” she said.

The foundations’ tough stance two years earlier had sent shock waves through the normally demure field of professional philanthropy. New York Times reporter Stephanie Strom called it “a stunning and rare example of philanthropy publicly flexing its muscles.” Ralph Smith, senior vice president of the Annie E. Casey Foundation in Baltimore and one of the field’s leading thinkers, echoed that language when he recently described the foundations’ action as the birth of a new brand of “muscular philanthropy.”

“Muscular philanthropy is the intentional and unapologetic use of a foundation’s money, position, prestige, and influence to propel change in the face of otherwise effective resistance,” he wrote in Education Week days before the foundations announced that they were re-engaging with the district.

“That announcement made some people question whether our muscles had suddenly gone limp,” acknowledged Joseph Dominic, director of the Endowments’ Education Program. “People who understand the glacial pace of reform in urban school districts naturally question how much could really have changed in 20 months. And it’s true—the district hasn’t been magically transformed just because we held back support. But the question for us ultimately came down to how we could best encourage the positive changes that were taking place.”

Three specific changes proved decisive for officials at the foundations. First was the shift in the board’s demeanor, which was supported by tangible changes in composition and leadership. In the wake of the foundations’ suspension of funding, one of the school board’s most confrontational figures and also its president at the time, Darlene Harris, was unseated by Patrick Dowd, whose grass-roots campaign promised an end to the board’s relentless bickering.
Harris was replaced as president by William Isler, a decision that the Pittsburgh Post-Gazette called a “credit” to the remaining board members. “A former educator himself and a force for moderation on the board since he was elected in 1999, Mr. Isler has not allowed members to stray into incivility,” the newspaper editorialized. “It is as if Mr. Isler, the president of Family Communications, Inc., has brought to the board some of the calming, conciliatory values of Mr. Rogers’ Neighborhood, which his company produced.”

Isler fits into that category of nonprofit executives who are comfortable working quietly, behind the scenes. A born diplomat, he rejects the suggestion that his leadership is responsible for the change in the board’s behavior. “There are nine people on this board—it’s not just me,” he stressed in a recent interview. “We all recognized together that, if we wanted to get anything done, we needed to make some changes.”

Like his late boss and mentor, Fred Rogers, Isler has a knack for seeing the best in others. He is surprisingly, even fiercely, protective of his fellow board members, even those who opposed him during the days when the board was bitterly divided into opposing factions.

“You have a group of people who come from different neighborhoods and all different walks of life, so there are bound to be some tensions,” he said. “But everyone in this group means well. They all want to do the right thing.”

Last October, the board met to discuss its differences and resolved to bridge them. So far at least, that agreement has held. Some votes still come down to a 5–4 split, but the board seems to be moving away from the lockstep, minority-versus-majority standoffs that characterized its votes in the past.

The second development that convinced the foundations to re-engage with the district was the release of a special commission’s report recommending changes in the district’s governance, finances and academics. Pittsburgh Mayor Tom Murphy had formed the Mayor’s Commission on Public Education in 1999, Mr. Isler has not allowed members to stray into incivility,” the newspaper editorialized. “It is as if Mr. Isler, the president of Family Communications, Inc., has brought to the board some of the calming, conciliatory values of Mr. Rogers’ Neighborhood, which his company produced.”

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The second development that convinced the foundations to re-engage with the district was the release of a special commission’s report recommending changes in the district’s governance, finances and academics. Pittsburgh Mayor Tom Murphy had formed the Mayor’s Commission on Public Education in reaction to the foundations’ funding withdrawal. The panel’s 37 members, chosen to be broadly representative of the community, deliberated for over a year before offering a far-reaching slate of recommendations ranging from closing schools and reducing taxes to setting higher goals for student performance.

The commission suffered from an epic case of bad timing. The most controversial proposal offered in its report was to replace the existing, elected school board with an appointed one. The unanimous recommendation was consistent with the commission’s research, but it was released just as the city’s finances were tumbling into insolvency, taking the Mayor’s popularity with them.

Also problematic was the harsh tone of the report’s executive summary. Although the overall report was balanced in its assessment of the district’s strengths and weaknesses, the summary and resulting news coverage focused strictly on the shortcomings.

Not everyone saw that as a problem. “Yeah, it would’ve been great if the authors of the report could’ve bundled everything together in a public relations—friendly package, but you know what? When your kid graduates and still can’t read or do math, or worse, when your kid drops out and you, as a parent, see looming in front of your child a life at the poverty line or below, it’s really not about nuance and spin, is it?” wrote parent Judy Wertheimer in the Post-Gazette.

But the summary’s tone—which inspired union leader Fondy to declare the entire report “dead on arrival”—clearly drew attention away from the report’s recommendations. “The commission was a diverse group of citizens who didn’t see it as their job to be political,” observed the Endowments’ King, who was a member of the commission’s finance committee. “In retrospect, though, the summary probably should have been more balanced. Its negativity caused even some people who agreed with the criticisms to tune out.”

Because Heinz, Grable and the Pittsburgh Foundation had not only inspired the commission’s formation but also funded its work, the hard feelings over its report were also directed at the three foundations. When the school board and foundations began talking about a rapprochement, “that anger was one of the first issues we had to deal with,” acknowledged Isler.

In February, the three foundation heads met for several hours with school board members to figure out if they could set aside their personal feelings and find common cause. “I really give them credit for that,” Isler said. “They sat and listened and didn’t get offended. They just kept bringing the discussion back to an independent voice. Previously, Pittsburgh had no independent group allowing the broader community to influence the school board’s decisions and monitor its performance. That changed this year with the formation of A+ Schools.
to what we all wanted to happen in the schools. The fact that conversation was so long and so passionate was phenomenal.”

Despite the residual anger over the commission’s report, the foundations stand by its recommendations. “A lot of good thinking and community involvement went into those proposals,” said the Grable Foundation’s Brownlee. “They’re a blueprint for improvement, and they’ve engaged the community in a way that school-reform activities here never have before. We can’t act on them all at once, but certainly we can move on some and hold others for later.”

She cites the proposal for an appointed school board. “That’s not practical now,” she said. “But the commission also recommended being more clear about the policy-setting role the school board should play as opposed to the day-to-day decision-making responsibilities of the superintendent. There’s no reason not to move on that recommendation.”

“That’s critical,” agreed Endowments Education Senior Program Officer Gerry Balbier. “In 2001, the district was moving forward with a pretty good plan for improving reading and math, but rancor on the board undercut it. Today, the district remains committed to a solid improvement plan and has added pre-school education, but the only way to ensure that continues is for the board to be extremely clear on its role.”

For its part, the school board has already begun to act on some of the commission’s recommendations. It has adopted a modest cut in the school tax and adopted a plan to close several schools.

“That was gutsy,” said the Pittsburgh Foundation’s Trueheart, noting that the implementation of a school-closing plan in 2000 was precisely the issue that caused bitter rifts on the board in the first place. “The board has been very thoughtful about its approach to this plan, and very open. And the fact that this board has exhibited such exceptional cooperation when faced with a potentially divisive issue demonstrates their willingness to act collaboratively for the good of the whole city.”

One commission proposal about which the school board is clearly ambivalent involves the creation of an independent citizens group to advocate for school reform. That isn’t surprising, since no group likes to think its work needs to be checked up on by another. But for the foundations, that proposal was non-negotiable, and early this year they funded the launch of a group called A+ Schools.

“Every major urban district has an organization like this,” said Brownlee, who co-chairs the group. “It gives the community an independent voice to keep up the pressure for reform, and it gives the school board and the superintendent help in engaging the broader community on tough issues. That intermediary and advocacy role is what A+ Schools offers.”

For the foundations, the launch of A+ Schools was the third major development arguing for a renewal of funding to the district. “At that point, one could not argue that nothing had changed in the district since our withdrawal,” said Trueheart. “Many things had changed. There was a functioning board with new leadership, a list of proposals that it was beginning to implement, a community that was much more involved and an independent citizens’ alliance helping to mind the store. It was important for us to acknowledge that progress.”

How much of that progress has been helped along by the foundations is unclear. The Post-Gazette described the foundations’ contribution this way: “It is difficult to parse the exact reasons for this improvement because it has several strands, but the July 2002 decision...to withdraw their funding did serve to concentrate minds on the board’s dysfunction. At the very least, the foundations’ action provided a helpful context for the grass-roots effort that led to the...breaking of the old majority on the board and bringing the hope of better times.”

For their part, officials at the three foundations are careful not to claim credit. “Ultimately, the board deserves the praise for its own progress, and so does the community,” said King. “Besides, it’s really the wrong question. The important issue is that now the district is on a much more promising path.”

That answer may not wash with observers who think the foundations should never have suspended funding in the first place, and others who wish they had persisted longer in showing their “muscle.” But officials at the three foundations are undeterred.

King points to a column Howard Heinz Endowment Chairman Teresa Heinz wrote two years ago to explain the foundations’ funding withdrawal. “Caring does not automatically translate into giving money,” she wrote. “Sometimes, as in this case, it translates into demanding better of an institution’s leaders than they are demanding of themselves.”

“I think we did that, and demonstrated that sometimes it can be helpful for philanthropy to be more forceful,” said King. “But sometimes being strong means reaching out. We took a tough stand and our grantee responded. We’re just happy this district finally seems to be turning its attention to what really matters, which isn’t the foundations or the school board or even the administration, but the students.”
Point State Park Maintenance Foreman John Samosky stops to greet young park enthusiasts from Beltzhoover. Samosky worries for the fate of one of the city’s signature landmarks if a foundations-funded master restoration plan isn’t enacted.

**SHARPENING THE POINT**

PITTSBURGH’S PREMIER URBAN PARK, BEARING THE BRUNT OF TOO MANY FEET FOR TOO MANY YEARS, WAS IN DIRE NEED OF A GRASS-ROOTS-TO-FOUNTAIN-TOP RENOVATION. HERE’S HOW, IN AN ERA OF GOVERNMENT AND CORPORATE RETRENCHMENT, A FOUNDATION AGENDA ON CIVIC DESIGN HAS LAID THE GROUNDWORK FOR A SPECTACULAR COMEBACK.
As the sun was setting on a cold and blustery March 22, 1946, the boys from the City of Pittsburgh Fire Bureau’s No. 1 station, downtown, were having a rough time of it. The fire was raging in the middle of the warehouse and rail yard district at the Point, the name for the triangular chunk of land in the lower business district that marks where two rivers snaking around the city merge to form the Ohio. One firefighter told a reporter that the heat from the inferno being fed by the Wabash Terminal buildings, a rambling network of ancient, wood-framed warehouses and oil-soaked tracks, had melted train signal gates bordering the area. By 6 p.m., the flames had grown beyond the control of the small army of city firefighters. Fire Chief William Davis ordered his men back and put an emergency call in to Mayor David Lawrence, who happened to be in an evening meeting in his office with several aides and a state senator.

The men grabbed their overcoats and rushed to the scene, but found that the best vantage point was from the roof of the Pittsburgh Press Building. For the next few hours, the mayor and his entourage watched as the buildings crumpled into heaps of charred timber, glass and metal. But instead of furrowed brows and shaking heads over the inferno, Lawrence, Sen. Joe Barr, a key ally in Harrisburg for the mayor’s agenda, and other city officials, all had broad smiles. There was hand-shaking and back-slapping congratulations all around. Then the group settled back to enjoy the rest of the fire and marvel at how spectacular the view to the rivers was with the buildings gone.

Once the officials knew that there were no deaths or injuries, “we couldn’t help but enjoy our good fortune,” said Lawrence’s chief of staff and lead strategist Jack Robin. “What the hell? We knew the fire was helping us build that park,” he told writer Michael P. Weber for his biography of Lawrence. City leaders who supported a state plan for a park at the Point realized that the property-acquisition-and-demolition process expected to take years had been, thanks to the flames, collapsed into a few months.

From the ashes of the Wabash Terminal and several other buildings rose the phoenix: an urban park that would provide one of the most picturesque city-waterway views in the world. The park at the Point would stand as an icon for Renaissance I, Lawrence’s plan for a comprehensive cleanup of “Smoky City”—Pittsburgh’s street name derived from decades of air and water pollution caused by belching steel mills and tens of thousands of coal-heated homes and businesses.

As Lawrence partnered with Pittsburgh business leaders to clean up the water and air, a park at the Point would give city dwellers an immediate sense of how much the quality of urban life could improve. The master plan created by architect Charles Stotz and landscape designer Ralph Griswold would serve the quieting, contemplative purposes of historic memorial—recognizing the site’s prominence in the French and Indian War—and of restful retreat, a green patch of solitude in the city’s hectic downtown triangle.

In the 55 years since its groundbreaking, the park has gone wildly beyond its original missions. With a spectacular 150-foot-high fountain added for the park’s dedication in 1974, it has evolved into a visual signature of the city, the mandatory photo op for “Monday Night Football” cameras trying to fill in game downtime. It is ground zero for the official Fourth of July fireworks extravaganza; the end-point for the Great Race, an annual crush of about 10,000 runners into the park since 1977; the staging ground for dozens of charity walk-a-thons, a two-week summer arts festival and a weekend boating regatta. City and state caretakers come up with the stunning estimate of 2 million event-goers and individual strollers treading over a scant 36 acres every year.

Worn and weary, more often restless than restful, Point State Park has for years been in dire need of much more than
a cosmetic makeover. The erratic patterns of human contact are threatening its health and calling its purpose into question. Planners say that in stepping forward to develop a new master plan, they have settled the issue of core identity and are making it relevant for another 50 years.

In an era when cash-strapped government officials are struggling just to supply basic services, and where corporate leaders have cut back in leading complex civic projects, it is Pittsburgh’s foundation community that has been looked to as the force for effecting this significant change in the park—every bit as dramatic as the flames that helped create it.

“In this instance, the park is so special, so connected with a first impression of Pittsburgh to the world, that it demands getting support beyond just a few key constituencies. The foundations have to be the leaders,” says Lisa Schroeder, executive director of the Pittsburgh Riverlife Task Force, the convening group of 54 civic leaders focused on best uses of the city’s riverfronts. From that authority and through support from the Allegheny Conference on Community Development, a 65-member committee was formed and worked for three years to create a new master plan for the park. “It seems like a lot of groups and a lot of process—40 public meetings—went into this plan,” says Planning Committee Chairman James Broadhurst, CEO of Eat’n Park Hospitality Group. “But one of the guiding points we kept holding over committee members is that what we do in our planning will affect Pittsburgh for decades to come. It seems everyone now is referring to this park as the city’s front lawn.”

A $35 million first phase of the new park plan, released in January, calls for intensive rejuvenation of the site—restoration of the great lawn and landscaping—but also significant additions such as a new, 4,200-square-foot visitors center and café, a redesigned fountain with a pooling basin for children and a doubling of green space for large public events and for more individual recreational uses. While foundations have provided $700,000 for a high-quality master plan and historic interpretation materials, implementation depends on whether the $35 million in public improvement funding included in the governor’s budget proposal survives the deliberation process now under way in the state Legislature.

Whether there is a groundbreaking this year or not, the development of a plan embraced by the stakeholders is considered a significant step forward by funders. “What we face now in the park is a small group of regular users and then these huge crowd surges for public events,” says Mary Navarro, senior program officer in the Endowments’ Arts & Culture section. She also coordinates the foundation’s civic design initiative, which takes on projects that enhance the quality of life in public spaces in built and natural environments. “The overarching question in guiding the planning has been ‘What kind of a park is this going to be?’” says Navarro. “Do we want a park of ‘can’ts,’ where you can’t ride your bike and you can’t skateboard and the people who live in my downtown condo can’t take their small dogs for walks?”

Now, with the new master plan approved, she says, the “use” question that has been simmering for years is settled. “We want a park that is more animated in those long stretches of time when people aren’t swarming in for events. We want to preserve the contemplative aspects but also create a direct connection with downtown residents, who treat the space as their neighborhood park,” says Navarro. Many of the programs she directs in civic design are aimed at increasing the numbers of downtown residents.

While the first phase is scheduled to be completed by 2008, in time for the 250th anniversary celebration of Pittsburgh’s founding, the foundations’ influence on the plan ensures that future phases will continue and will be centered on best uses.
**A** Touch the water in a restored fountain with a wading pool for children. On new water steps, dip into the waters of the famous confluence of the three rivers.

**B** Get on a boat from two new water taxi landings. Located on both sides of the Point, they are designed to accommodate boaters, paddlers and water transport alike.

**C** Dine alfresco at a bustling café with wireless access at a new “green” Visitors’ Center and trailhead.

**D** Pedal to the point from Washington, D.C., on a new riverside trail that links Pittsburgh to our nation’s capital, positioning the Point fountain as a national trailhead for the Great Allegheny Passage trail system.

**E** Take a stroll from the Convention Center or a hike from the colorful Strip District along a revitalized promenade at the edge of the Allegheny River.

**F** Learn and live history through a dynamic outdoor program and an expanded exhibit at the Fort Pitt Museum that brings to life the French and Indian War and other key events enacted on this historic site.

**G** Enjoy the show, whatever your taste, at a redesigned “cityside” park outfitted to handle everything from chamber music ensembles to blockbuster concerts.

“Pittsburgh is fortunate to have foundations involved to this degree in a public amenity like a park,” says Tim Marshall, landscape architect and public space management consultant who, as president of ETM Associates, LLC, worked with fellow landscape architect Marion Pressley of Cambridge, Mass., to design the plan. Funding from the Endowments and from the Richard King Mellon, Pittsburgh and Alcoa foundations, combined with money from the state Department of Conservation and Natural Resources, was essential to ensure a quality master plan, says Marshall, who worked for 14 years as deputy administrator for New York’s Central Park and served as vice president of the Central Park Conservancy.

Foundations are one of the few institutions, says Schroeder, who recognize the need for a dependable public funding stream in long-range planning for the park. “They’re asking, ‘How can this park be shaped to meet what the city will be 20 years from now?’ ”

Part of that longer-range thinking comes out of the Endowments’ civic design grantmaking. While it’s only several years old and one of the few initiatives of its kind in the country, its influence in southwestern Pennsylvania already is being recognized. The foundation’s civic design team, which consists of a mix of dedicated staff and key grantees like the Riverlife Task Force, has shepherded such recent high-profile public projects as the design competition for the David L. Lawrence Convention Center; the plan to turn a surface parking lot into a green-lawn-and-public-square entrance to Schenley Park; and the redesign of a view-killing safety railing on one of the city’s most important bridges.

One hallmark of civic design influence on the Point Park project has been the re-animation effort in phase one, shaping the space into two venues: a “city side” for large, public events like concerts and road races, and a “water side” for more individualized activity. The two sections even have a man-made demarcation line already in place in bridge ramps bisecting the park. This core structure of the master plan ends a long-standing turf battle between those in favor of the park as welcoming users for all sorts of recreational activities and those who want to maintain limits, in keeping with the founders’ original vision of a contemplative oasis from urban chaos. Some of the limitations have even made their way into park regulations like bicycle-riding restrictions.

“In any project like this, you want to stay as true as possible to the original design intent, but you also want to recognize that cities are constantly changing according to the needs of the people who live and work in them,” says Laura Fisher, a senior vice president of the Allegheny Conference.

It’s that kind of adaptive planning philosophy in re-shaping an important public space for the long term that also has attracted a foundation like Richard King Mellon, which is a national leader in land conservation.

While more often involved with acquiring large tracts of private land in order to preserve them for future generations, the foundation recognizes the historic value of Point State Park. “Restoring the beauty of the park and reminding people of its geographic significance from the time of the French and Indian War to present day is of great interest to our trustees,” says Seward Prosser Mellon, president of the foundation.

But at the heart of this green ground, far away from the computer-generated schematic drawings, the highbrow conversations with architects and urban planners around “crowd flow” and “viewsheds,” City of Pittsburgh maintenance crew foreman John Samosky knows only what he has seen in 15 years of tending to the park, trying to nurture it as best he can, even as he and his team are often preoccupied with putting band-aids on bumps and bruises inflicted by overuse.

“The shame of it is, this is one of the youngest parks in the city—and it looks like the oldest,” Samosky says during a recent tour.

And taking guidance from environmental protectionists and landscaping consultants, Samosky has been the willing good soldier for any scheme that will put more preservation into his tired park. He remembers back to the spring of 1999 when he and his crew were out in the high-traffic areas laying down new sod as they normally would do—but then adding a topping of crumbled rubber, the remains of some 3,700 tires recycled by the Western Pennsylvania Nature Conservancy into a tool for environmental protection. The crumb rubber has been proven to absorb the shock and weight from running shoes and vehicle tires, protecting the grass crowns.

The Riverlife Task Force’s Schroeder, who is working with state and federal officials to secure funding for implementation, believes environmental protection efforts are important, but a sound master plan is “the most effective, long-term protector,” she says.

The plan also will serve to put a fresh sheen on original landscape designer Griswold’s inspirational touchstone—“the calm eye in the center of the city.” Now, a new generation is looking to re-connect a calming park to the life of the city.
In October 1923, four years after the death of Heinz Foods Co. founder H. J. Heinz, his oldest son, Howard, was beginning to make his own mark as president of one of the country’s most successful companies. While his management style might be considered paternalistic today, he was popular with his employees and admired by the public for a deeply religious commitment to bettering his community. In fact, that caring sensibility is his legacy, living on 80 years later in the work of the Heinz family and The Heinz Endowments.

With a business leader’s mind and a philanthropist’s heart, Howard was a sought-after speaker. So it was that at an Oct. 23 dinner, Howard was asked to give an address to the Northside Businessmen’s Association, marking the completion of a new 16th Street Bridge, built at the then-pricey sum of $1.2 million. Howard would have been well received if he had offered the usual civic-progress platitudes, congratulating his audience for its leadership in getting the bridge completed. But in his 16-page speech, the bridge became the backdrop to a larger theme.

Titled Citizenship—Its Opportunities and Duties, the speech was directed at the larger community. In it, he exhorted Pittsburghers to consider the whole of their city rather than focus solely on their individual neighborhoods: “Whatever is of benefit directly to any part of our city will be an indirect benefit to the city at large, and we all should be interested in a better Pittsburgh.”

As we at the Endowments report on our work of last year, it is extraordinary how this founder’s aspirations travel through eight decades to land so firmly on point in a new time and for a new generation. The speech also serves up a list of Heinz family values that, when viewed through the prism of our grantmaking in southwestern Pennsylvania, assures me that we are on the right track.

“What we need is an aroused public ambition to make our city, with its incomparable natural amenities, the equal of any city on the continent, in those things that make for the comfort, the safety, the convenience and the health—in a word, the general welfare—of our own people.”

There may not have been a specific name for it in the 1920s, but Howard was calling for a community mindset that would make Pittsburgh a national model city with the highest quality-of-life standards. He also cited the importance of creating well-designed spaces and infrastructure in achieving this goal: street widening and beautification, small urban parks, architecturally significant bridges, even a subway system.

At the Endowments, this ideal re-manifested itself several years ago in a new initiative—civic design—which promotes quality design and function for public spaces in the built and natural environment. Under the leadership of Teresa Heinz, civic design is an updated version of Howard’s vision. “You are designers not just of our buildings and our streets and our parks; you are designers of our future,” she told architects and urban planners after receiving an award for her efforts three years ago from the American Institute of Architects in Pittsburgh.

While one recent civic design project—helping develop a master plan for renovating Point State Park—is detailed in this issue, the successful completion of an earlier project was marked in the opening of the new David L. Lawrence Convention Center. Endowments funding had helped this project achieve world-class design status and notoriety as the largest green building in the country. Last year’s funding allowed completion of the 10th Street passageway and waterfall, one of the most popular architectural features in the city.

Indeed, the civic design initiative has emerged as a touchstone for many projects that connect to some of the Endowments’ other program areas, especially the Environment. That partnership was evident last year in $200,000 total grant-making to ensure quality design for the new Schenley Plaza and lay the groundwork for $885,000 in additional Endowments grants for the project this year. The plaza will turn a dreary surface parking lot into one of the green “breathing spaces” that Howard envisioned—this one as a public square and grand...
entrance to Schenley Park. On another front, the Endowments sponsored a community planning exercise to promote civic design principles in the expansion of Sarah Heinz House, one of the city’s oldest youth development centers.

Last year’s environmental grantmaking, totaling $10.7 million, was one of the most comprehensive regional environmental protection efforts by any foundation in the country. Anchoring the agenda was a partnership with Philadelphia’s William Penn Foundation in which the Endowments contributed two grants: $36,000 to the Brookings Institution for a year-long study that detailed how rampant sprawl and fragmented government have weakened the state’s economy, and $100,000 to 10,000 Friends of Pennsylvania to implement recommendations. The in-depth story on how the report on that study is affecting public policy appears in this issue.

Other environment funding last year included a University of Pittsburgh program to train civil engineers in green-building techniques; a local-government academy to educate newly elected public officials on land-use issues; continuing support for the Green Building Alliance, which has succeeded in making Pittsburgh first among cities in green building; and the Allegheny Trail Alliance, to assist in the completion of the Great Allegheny Passage, a 150-mile trail system linking Pittsburgh to Cumberland, Md.

Last year, the Endowments’ Arts & Culture Program made grants to some of Pittsburgh’s largest arts institutions, such as $4 million to advance the “Dinosaurs In Their World” exhibit at the Carnegie Institute’s Museum of Natural History and $750,000 to the financially troubled but critically heralded Pittsburgh Symphony Orchestra to implement a financial reorganization plan. But there were grants to some of the region’s smallest arts programs as well, including a three-year, $1 million grant to the Small Arts Initiative, which awards project grants to groups with annual budgets below $250,000, and a $120,000 grant to the Mid Atlantic Arts Foundation, which provides community-centered residencies for some 20 artists across a nine-state region each year.

“A city, county or any other governmental division is only a cooperative society or corporation, in which all citizens are shareholders. If it suffers from lack of interest of its shareholders, it will retrograde. If a city fails to reach its highest development, the responsibility for that failure rests, ultimately, upon its citizens.”

One of the most important services provided by the Endowments’ Economic Opportunity Program last year involved grantmaking to help find long-term solutions to one of the most serious financial crises faced by Pittsburgh city government in its modern history. As a state-appointed financial oversight board debated with elected officials over cost-cutting measures in the face of a $50 million deficit, the Endowments supported the first serious effort to look into city-county consolidation.

A $300,000 grant to the Pennsylvania Economy League helped to support extensive work to understand the benefits and detriments of a City of Pittsburgh government merging with Allegheny County. Working with city and county officials, Economy League staff supported a targeted effort on joint purchasing and also studied other consolidated metro areas to learn how Pittsburgh can benefit from their efforts. Given county officials’ recent forecast of a $30 million structural deficit in the pending budget, the Endowments’ role in exploring consolidation is critically important.

“Whatever is of benefit directly to any part of our city will be an indirect benefit to the city at large, and we all should be interested in a better Pittsburgh.”

Howard Heinz
But the Economic Opportunity Program's assistance to governments in crisis did not supplant the responsibility to provide more long-term investment in programs aimed at turning around the region's stalled economy. A total of $1.2 million in grants last year went to the Pittsburgh Life Sciences Greenhouse, a regional incubator for businesses emerging from biomedical research development at local universities. The Endowments also funded and helped guide the national search for a new greenhouse CEO. With these grants, the Endowments' total investment in the greenhouse now stands at $9 million.

“There is a debt that we owe to the boys and girls who call Pittsburgh “home,” and who are growing up to be the men and women who will take your place and mine, and carry on the life and work of this community. May it never be said that this generation was not faithful to them, and that it evaded or refused to pay them the debt it owed to them. …”

Last year, the Endowments’ deepened its commitment to working across program areas to better prepare some of the region’s neediest children for learning in the early years. Leading that agenda was a $500,000 grant to the Allegheny County Intermediate Unit for implementation of the Power4Kids Project, which will identify the most effective remedial reading programs for treating specific proficiency problems affecting elementary students. Another cross-program effort was covered by a $250,000 appropriation for two initiatives: the first was to support a statewide advocacy group, Pennsylvania Partnerships for Children, in an ambitious plan to improve training for early-education-and-care staff, and the second funded a series of programs to measure the performance of schools and communities in the region around early learning.

While most of Children, Youth & Families staff work for the year centered on promoting early learning improvement with more than $1.4 million going to such programs, there also was a new effort begun to address financial literacy issues in the region’s African-American communities. Among the grantees receiving some of the $400,000 in funding to promote home ownership and savings plans is Faith Saves, which is featured in a story in this issue.

In education grantmaking, the Endowments followed up on its decision two years ago to suspend funding from the Pittsburgh Public School System by working to support enactment of recommendations from the Mayor’s Commission on Public Education. For example, a $275,000 grant provided startup funding for A+ Schools, an independent citizen advocacy group that will monitor public schools’ performance. A story in this issue offers an in-depth report on our decision to resume a funding relationship with the schools.

The Endowments’ Education agenda last year continued to work to provide more school choices and learning opportunities for disadvantaged students. Grants totaling $1.2 million are helping the Negro Educational Emergency Drive (NEED) create an endowment and expand its scholarship fund. For more than 30 years, NEED has offered last-dollar scholarship support to African-American students who qualify for college-level studies but can’t pull together enough financial assistance to remain in school. In a continuing effort to offer successful elementary and high school alternatives in the public sector, the Endowments provided $600,000 to support two efforts to create a better climate for charter school creation. One will enable Propel Schools to develop nine charter schools enrolling a total of 3,600 students during the next five years; the second will use the Community Loan Fund of Southwestern Pennsylvania to leverage more charter school support from other sources.

When Howard began his speech that fall night eight decades ago, he referred to a quotation he noticed while walking past a downtown church. On the large sign that normally would feature the title for that Sunday’s sermon, there was, instead, what he described as the ultimate in tragic epitaphs: “He believed in progress but he did not make any.”

Howard made it clear that this was his label for the worst kind of failure. He also made it clear that it could be slapped onto entire cities and regions as well as individuals. And I am certain that, had he imagined the extent to which his charitable endowment would grow in size and influence, this foundation would have been under the same warning.

By measures of breadth and impact, I am certain that the Endowments’ work in southwestern Pennsylvania last year would meet our founder’s standards for progress. It is between the lines of his speech where I see the more daunting challenges—those that can’t be assessed in yearly reports: “Help the non-believers believe,” he is telling us, “and give them the resources to make their own good progress.”

“There are many opportunities in Pittsburgh for the exercise of a constructive imagination that will rebound in both usefulness and beauty. … There are two tests for what we choose to pursue for a civic or artistic project: First, what does it provide for the people? Second, what does it cost the people?”

Howard Heinz
This is a combined financial summary for the Howard Heinz Endowment and the Vira I. Heinz Endowment. A complete audited 2003 financial statement for each endowment is available on our web site (www.heinz.org) in the “Library” section.

By Program Area

Total Combined Approved Grants for 2003 (in millions) = $51.9

- Arts & Culture $11.9
- Children, Youth & Families $9.1
- Economic Opportunity $9.5
- Education $11.8
- Environment $9.6

Southwestern Pennsylvania will be...
- a premiere place to live and work $23.8
- a center of learning and educational excellence $18.0
- a home to diversity and inclusion $9.8
- other $3

By Organizational Goal

Historical Perspective

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<th>Year</th>
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The audited numbers reflected in these charts are net cancelled and refunded grants.
**ARTS & CULTURE**

**African American Cultural Center of Greater Pittsburgh**
To fund a two-day think tank designed to expand the programmatic vision of the African American Cultural Center  
*Howard Heinz Endowment*  
$26,750

**Afro-American Music Institute Inc.**
For building improvements  
*Vira I. Heinz Endowment*  
$30,000

**Aliquippa Alliance for Unity & Development**
To support after-school and summer arts programming with Aliquippa Middle School from spring 2003 through spring 2004  
*Vira I. Heinz Endowment*  
$40,000

**American Wind Symphony Orchestra**
To support the 2003 Beaver Valley International Arts Festival  
*Vira I. Heinz Endowment*  
$7,500

**Artists and Cities, Inc.**
For support of the project entitled “Powerful Days: The Photography of Charles Moore”  
*Vira I. Heinz Endowment*  
$10,000

**Artists and Cities, Inc.**
For capital improvements to the Ice House  
*Vira I. Heinz Endowment*  
$50,000

**Artists Image Resource, Inc.**
To support the implementation of the strategic plan from fall 2003 through 2006, including support for key staff positions  
*Howard Heinz Endowment*  
$50,000

**The Bloomfield–Garfield Corporation**
To support the Penn Avenue Arts Initiative’s Youth Arts Program through December 2003  
*Vira I. Heinz Endowment*  
$30,000

**The Bloomfield–Garfield Corporation**
To support the Penn Avenue Arts Initiative’s Youth Arts Program through December 2005  
*Vira I. Heinz Endowment*  
$100,000

**Boys & Girls Clubs of Western Pennsylvania**
To support a consultant to work with the Boys & Girls Club to integrate the literacy and arts programs, develop assessment tools, and document the second year of arts-literacy programming at the Lawrenceville site  
*Vira I. Heinz Endowment*  
$5,000

**Brew House Association**
For the cost of an independent appraisal of the Brew House building  
*Vira I. Heinz Endowment*  
$6,550

**Carnegie Institute**
For general operating support  
*Vira I. Heinz Endowment*  
$10,000

**Carnegie Institute**
For the construction of the Dinosaurs in their World complex  
*Vira I. Heinz Endowment*  
$4,000,000

**Carnegie Institute**
For general operating support  
*Vira I. Heinz Endowment*  
$10,000

**Carnegie Mellon University**
For 2004–05 fellowships at the STUDIO for Creative Inquiry  
*Howard Heinz Endowment*  
$40,000

**Carnegie Mellon University**
To fund a pilot ethnographic study to be conducted by the Center for the Arts in Society  
*Howard Heinz Endowment*  
$25,000

**Chatham Baroque Inc.**
To support guest violinists for the 2003–04 season  
*Howard Heinz Endowment*  
$7,475
Committee to Protect Journalists
To support fundraising efforts and the organization's Spotlight programs
Vira I. Heinz Endowment
$20,000

The Community House Learning Center
For Conversations for Common Wealth
Howard Heinz Endowment
$50,000

County of Somerset
For a temporary staff position for the Flight 93 memorial
Howard Heinz Endowment
$50,000

Grantmakers in the Arts
For two-year operating support (2003–04)
Vira I. Heinz Endowment
$50,000

Grantmakers of Western Pennsylvania
For support of the Nonprofit Summit 2003
Vira I. Heinz Endowment
$535

Greater Pittsburgh Convention & Visitors Bureau
To support cultural tourism activities in 2004 and 2005
Vira I. Heinz Endowment
$500,000

Guitar Society of Fine Art
To support weekly after-school music programs at East Liberty Presbyterian Church and Frick International Middle School in 2004
Vira I. Heinz Endowment
$10,000

Historical Society of Western Pennsylvania
For general operating support
Vira I. Heinz Endowment
$2,000

Historical Society of Western Pennsylvania
To support the planning and design of the Senator H. John Heinz exhibit
Howard Heinz Endowment
$20,000

Historical Society of Western Pennsylvania
For the Senator H. John Heinz exhibit
Vira I. Heinz Endowment
$250,000

Manchester Citizens Corporation
For support to address vacant properties and abandoned buildings in Manchester and establish a replicable program for other neighborhoods
Howard Heinz Endowment
$31,000

Mattress Factory
For general operating support
Howard Heinz Endowment
$5,000

Mendelssohn Choir of Pittsburgh, Inc.
For the Berlioz Concert and strategic planning
Howard Heinz Endowment
$42,000

Mid Atlantic Arts Foundation
To support the Artist Residency Program
Vira I. Heinz Endowment
$120,000

Mon Valley Education Consortium
For funding to continue working on a documentary film project about the people who are significant parts of the City of McKeesport
Vira I. Heinz Endowment
$9,000

Northside Leadership Conference
To support continued planning for the Hazlett Theater
Howard Heinz Endowment
$50,000

Pennsylvania State University
To provide partial support of two research assistants for the Hemingway Letter Project
Howard Heinz Endowment
$20,000

Pittsburgh Center for the Arts
To support the school and community programs in 2004
Howard Heinz Endowment
$100,000

Pittsburgh Center for the Arts
To assist in designing a three-year financial projection
Vira I. Heinz Endowment
$8,000

Pittsburgh Children’s Museum
For capital and operating support for the Hazlett Theater
Vira I. Heinz Endowment
$500,000

Pittsburgh Cultural Trust
For 2004 operating support
Howard Heinz Endowment
$950,000

Pittsburgh Cultural Trust
For the purchase of a new ticketing system for the Cultural District
Howard Heinz Endowment
$500,000

Pittsburgh Cultural Trust
For the District Development Fund for 2003 and 2004
Howard Heinz Endowment
$1,000,000

Pittsburgh Cultural Trust
For First Night 2004
Howard Heinz Endowment
$20,000

Pittsburgh Cultural Trust
For the 2004 International Festival
Vira I. Heinz Endowment
$250,000

Pittsburgh Cultural Trust
To assist in the transition process of merging First Night into the Pittsburgh Cultural Trust
Howard Heinz Endowment
$25,000

Pittsburgh Cultural Trust
To purchase the Associated Artists of Pittsburgh building
Howard Heinz Endowment
$300,000

Pittsburgh Cultural Trust
For general operating support
Vira I. Heinz Endowment
$2,000

Pittsburgh Cultural Trust
For general operating support
Vira I. Heinz Endowment
$10,000

Pittsburgh Dance Alloy
For a visioning process
Vira I. Heinz Endowment
$14,000

Pittsburgh Film-Makers, Inc.
To support the Steeltown Entertainment Summit
Howard Heinz Endowment
$10,000
Pittsburgh Film-Makers, Inc.
To support film programming at the Harris Theater in the Cultural District in 2004 and 2005
Vira I. Heinz Endowment
$140,000

The Pittsburgh Foundation
For the Multi-Cultural Arts Initiative for 2004
Howard Heinz Endowment
$500,000

Pittsburgh Glass Center, Inc.
For three-year operating support
Vira I. Heinz Endowment
$180,000

Pittsburgh Irish and Classical Theatre Inc.
To provide partial support of the part-time sales and production manager positions from 2003 through 2005
Howard Heinz Endowment
$50,000

Pittsburgh Opera Inc.
For the 2004 National Performing Arts Convention
Howard Heinz Endowment
$250,000

Pittsburgh Opera Inc.
For planning for a 2004 arts conference
Howard Heinz Endowment
$42,250

Pittsburgh Opera Theater, Inc.
To support 2003–04 Summer and Smoke and Just Above my Head
Vira I. Heinz Endowment
$30,000

Pittsburgh Public Theater Corporation
For general operating support
Vira I. Heinz Endowment
$2,000

Pittsburgh Symphony Society
For expenses associated with the Craft Organization Directors Association Conference
Vira I. Heinz Endowment
$2,500

Pittsburgh Youth Symphony Orchestra Association Inc.
For operating support for 2003 through 2005
Vira I. Heinz Endowment
$60,000

ProArts
For strategic planning assistance
Vira I. Heinz Endowment
$3,000

ProArts
For three-year operating support
Vira I. Heinz Endowment
$600,000

Riverlife Task Force
To support creation of a landscape design for a park and trail connection for the Mon Wharf
Vira I. Heinz Endowment
$50,000

Robert Morris University
For the Center for Nonprofit Management to produce financial analyses and provide technical assistance to select cultural organizations in 2004
Howard Heinz Endowment
$20,000

Silver Eye Center for Photography
To support key exhibitions and professional development activities in 2003–04 and 2004–05
Howard Heinz Endowment
$50,000

Society for Arts in Crafts
To support the capacity building initiative
Vira I. Heinz Endowment
$120,000

Sports & Exhibition Authority of Pittsburgh and Allegheny County
For the North Shore Riverfront Park
Howard Heinz Endowment
$250,000

Sports & Exhibition Authority of Pittsburgh and Allegheny County
For the Tenth Street passageway and water feature at the Convention Center
Howard Heinz Endowment
$500,000

Squonk Opera
To help defray the cost of the performance at the Edinburgh Fringe Festival
Vira I. Heinz Endowment
$5,000

Susquehanna Art Museum
For “A Legacy of Excellence” project
Vira I. Heinz Endowment
$10,000

Tides Center—Western Pennsylvania
For the “Find the Rivers” project
Howard Heinz Endowment
$50,000

University of Pittsburgh
For support of the Music Department Series in Heinz Chapel
Vira I. Heinz Endowment
$44,000

University of Pittsburgh
For support of the Heinz Chapel Choir’s 2003 concert tour to China, the 2002–03 Heinz Chapel Music Series and the Bach and Baroque Series 2003 concert
Vira I. Heinz Endowment
$25,000

Virginia Center for Creative Arts
To support southwestern Pennsylvania visiting artists between June 2004 and May 2005
Vira I. Heinz Endowment
$25,000

WQED Pittsburgh
For general operating support
Vira I. Heinz Endowment
$2,000

WQED Pittsburgh
For On Q for 2004
Howard Heinz Endowment
$300,000
Arts & Culture
Creative Heights

Manchester Craftsmen’s Guild
To support a residency with artist Delanie Jenkins
Vira I. Heinz Endowment
$36,000

Mattress Factory
To support a residency with artist Jeremy Boyle
Vira I. Heinz Endowment
$24,500

Arts & Culture
Small Arts Initiative

Artists Image Resource, Inc.
For the 2004 Resident Artist program
Howard Heinz Endowment
$12,000

Autumn House Press
For the 2004 Autumn House Master Poets Series and readings by local poets
Howard Heinz Endowment
$5,000

Bach Choir of Pittsburgh
To support the performance of St. Matthew Passion in April 2004
Howard Heinz Endowment
$9,000

The Balmoral School of Highland Piping, Inc.
To create, rehearse and perform music for bagpipe, pipe organ and voice
Howard Heinz Endowment
$6,000

Bodiography Contemporary Ballet Co.
For the creation of a new contemporary ballet performed in October 2003
Howard Heinz Endowment
$8,000

Bricolage
In support of the production of Max Frisch’s Firebugs, presented in September 2003
Howard Heinz Endowment
$9,500

Bulgarian–Macedonian National Educational and Cultural Center, Inc.
For a series of workshops through August 2004 to further the artistic development of the performing ensemble Otets Paissi
Howard Heinz Endowment
$9,000

Fiberarts Guild of Pittsburgh
To support the exhibition “Fiberart International 2004,” to take place from April to August 2004
Howard Heinz Endowment
$10,000

Glorious Rebirth Performing Troupe
For the production of Music from the Black Experience in May 2004
Howard Heinz Endowment
$3,000

Guitar Society of Fine Art
To support two productions in the 2003–04 concert series
Howard Heinz Endowment
$8,500

Japan–America Society of Pennsylvania
In support of the Pittsburgh premiere of No-to: memory fades by Attack Theatre and Nibroll in September 2003
Howard Heinz Endowment
$12,000

Junction Dance Theatre
For support of the 2003–04 Renegade Performance Series
Howard Heinz Endowment
$8,500

Kingsley Association
For the African Grove Performance Ensemble’s October 2003 production of Good Morning Revolution, Sankofa
Howard Heinz Endowment
$11,800

Laboratory Company Dance, Inc.
For a workshop with guest artist Lisa Race and a performance in March 2004
Howard Heinz Endowment
$11,000

Mon Valley Media
To support the post-production phase of the digital video documentary, Elders: An African-American Oral History
Howard Heinz Endowment
$15,000

Negro Gato, Inc.
For the Capoeira Encounter in April 2004, in partnership with the Center for Latin American Studies at the University of Pittsburgh
Howard Heinz Endowment
$12,000

New Horizon Theater, Inc.
For support of the production Blue in May 2004
Howard Heinz Endowment
$10,000

The Pittsburgh Camerata
For the spring 2004 concert Faire is the Heaven
Howard Heinz Endowment
$6,000

Pittsburgh Chapter American Guild of Organists
To support the 25th Anniversary Gala Concert held at Heinz Chapel on May 2, 2004
Howard Heinz Endowment
$3,000

Pittsburgh Concert Chorale
To support the classical concert, Johann Sebastian Bach’s St. John Passion in March 2004
Howard Heinz Endowment
$4,500

Pittsburgh International Children’s Theater
For the performance of Fuzzy Boundary Productions’ Colorfast in May 2004
Howard Heinz Endowment
$15,000

Pittsburgh New Works Festival, Inc.
To support increased stipends for participants in the September 2003 festival
Howard Heinz Endowment
$4,100

Quantum Theatre
For the February 2004 production of Kafka’s Chimp
Howard Heinz Endowment
$12,000

Renaissance & Baroque Society
To support a collaborative production of the operas Dido & Aeneas and Venus & Adonis presented in October 2003
Howard Heinz Endowment
$5,000

Renaissance City Choirs
To support a professional development workshop and the commission of a choral work for RCC’s 20th anniversary season
Howard Heinz Endowment
$10,700
Srishti Dances of India
For the presentation of Lavanya: Graceful Expressions of the East in September 2004
Howard Heinz Endowment
$12,000

The Trilateral Commission
For a production by Saints & Poets Theater of The Late Henry Moss in October 2003
Howard Heinz Endowment
$5,000

UMOJA African Arts Company
To support the performance of Safari: John & Sarah in April 2004
Howard Heinz Endowment
$6,000

United Jewish Federation
For the Pittsburgh Jewish Israeli Film Festival, which took place over three weekends in March 2004
Howard Heinz Endowment
$8,500

University of Pittsburgh
In support of a Music on the Edge Chamber Orchestra concert in November 2003 featuring guest pianist Ursula Oppens
Howard Heinz Endowment
$9,000

Children, Youth & Families

Allegheny County Department of Human Services
To support the development of community learning centers in the Clairton and Sto-Rox school districts
Howard Heinz Endowment
$200,000

Allegheny Youth Development
For a second round of support for a youth leadership and mentoring program targeted to African-American males
Howard Heinz Endowment
$60,000

Beginning with Books
For two-year core support and program expansion to include advocacy
Vira I. Heinz Endowment
$200,000

Boys & Girls Clubs of Western Pennsylvania
To support an entrepreneur training and development program for disadvantaged youth
Howard Heinz Endowment
$150,000

Building United of Southwestern Pennsylvania
To support a financial literacy public education campaign for families in partnership with the faith community
Howard Heinz Endowment
$200,000

Civil Society Institute, Inc.
To support the BUILD initiative in Pennsylvania
Vira I. Heinz Endowment
$150,000

Focus on Renewal
A challenge grant to create the Children’s Quality Initiative Fund
Howard Heinz Endowment
$300,000

Community Human Services Corporation
For general operating support
Howard Heinz Endowment
$5,000

Concerned Citizens Community Creation Center
To support a parent education program targeted to single mothers
Howard Heinz Endowment
$80,000

East Liberty Family Health Care Center
To pilot the Birth Circle, a comprehensive model of care for pregnant women in the East End of Pittsburgh
Howard Heinz Endowment
$150,000

Families and Work Institute, Inc.
To support the second phase of development of the Early Learning Modules
Vira I. Heinz Endowment
$300,000

Family Communications, Inc.
To support the third phase of a communications campaign for the Girls in Math and Science Initiative
Vira I. Heinz Endowment
$500,000

Family Communications, Inc.
In honor of Fred McFeely Rogers
Howard Heinz Endowment
$10,000

Family Resources
To expand support services for immigrant and refugee families
Vira I. Heinz Endowment
$100,000

Xpressions Contemporary Dance Company
To support the production of Mamatoto in March 2004
Howard Heinz Endowment
$11,000

The Unseam’d Shakespeare Company
For funding for the 2004 productions of William Shakespeare’s Henry V and Alan Browne’s Beirut
Howard Heinz Endowment
$10,000

The Children’s Hospital of Pittsburgh Foundation
To continue research on statewide early care and education sites
Howard Heinz Endowment
$650,000

The Unseam’d Shakespeare Company
For a production by Saints & Poets Theater of The Late Henry Moss in October 2003
Howard Heinz Endowment
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Howard Heinz Endowment
$150,000

Building United of Southwestern Pennsylvania
To support a financial literacy public education campaign for families in partnership with the faith community
Howard Heinz Endowment
$200,000

Carlow College
To help underwrite the Expanding Your Horizons Conference 2003, held on March 1, 2003
Howard Heinz Endowment
$11,080

Children’s Hospital of Pittsburgh Foundation
To continue research on statewide early care and education sites
Howard Heinz Endowment
$650,000

Civil Society Institute, Inc.
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East Liberty Family Health Care Center
To pilot the Birth Circle, a comprehensive model of care for pregnant women in the East End of Pittsburgh
Howard Heinz Endowment
$150,000

Families and Work Institute, Inc.
To develop a national distribution network on early learning
Howard Heinz Endowment
$50,000

Families and Work Institute, Inc.
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Vira I. Heinz Endowment
$300,000

Family Communications, Inc.
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Vira I. Heinz Endowment
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Howard Heinz Endowment
$300,000

Xpressions Contemporary Dance Company
To support the production of Mamatoto in March 2004
Howard Heinz Endowment
$11,000
Grantmakers for Children, Youth & Families
To produce and disseminate a special memorial publication honoring Fred Rogers
**Vira I. Heinz Endowment**
$15,000

**Hill House Association**
To help defray the cost of hiring a consultant to assist the search committee in hiring a new executive director
**Howard Heinz Endowment**
$10,000

**Hill House Association**
To support a parents club aimed at engaging families in seven Hill District churches
**Vira I. Heinz Endowment**
$100,000

**Hill House Association**
For a second round of support for the after-school literacy program in partnership with area schools
**Vira I. Heinz Endowment**
$75,000

**Hill House Association**
To support a father–son mentoring and literacy program
**Howard Heinz Endowment**
$50,000

**The Islamic Community Center of Greater Pittsburgh**
To match a federal grant targeted to preventing substance abuse among Muslim youth
**Howard Heinz Endowment**
$75,000

**Junior Achievement of Southwest Pennsylvania, Inc.**
To support a collaboration between Reizenstein Middle School and Mt. Ararat Church to instruct students on economics
**Vira I. Heinz Endowment**
$50,000

**Keystone Research Center**
To support an analysis of the educational qualifications of early care and education workers in Pennsylvania
**Howard Heinz Endowment**
$11,500

**National Council of Jewish Women**
To support the Children’s Playroom in Criminal Court
**Howard Heinz Endowment**
$75,000

**Pennsylvania Environmental Council**
For the Youth Outdoor Adventure Program
**Howard Heinz Endowment**
$6,000

**Pennsylvania Partnerships for Children**
Core support for 2004, 2005, 2006
**Howard Heinz Endowment**
$425,000

**Pennsylvania State University**
To support a youth financial literacy program
**Howard Heinz Endowment**
$80,000

**The Pittsburgh Foundation**
To continue support of the Human Services Integration Fund for the Restructuring of the Allegheny County Department of Human Services
**Howard Heinz Endowment**
$75,000

**The Pittsburgh Foundation**
For a second round of support to the public housing after-school literacy initiative
**Howard Heinz Endowment**
$200,000

**POISE Foundation**
To support youth entrepreneur training and development in partnership with the African-American Chamber of Commerce
**Howard Heinz Endowment**
$150,000

**Primary Care Health Services, Inc.**
To support the Maleness to Manhood mentoring and leadership development program
**Vira I. Heinz Endowment**
$100,000

**Program to Aid Citizen Enterprise (PACE)**
To strengthen and expand academic tutoring and post-secondary preparation for city high school students
**Vira I. Heinz Endowment**
$150,000

**RAND Corporation**
To implement the recommendations of the RAND report, “Improving Maternal and Child Health Care in Allegheny County”
**Howard Heinz Endowment**
$500,000

**RAND Corporation**
To review and analyze universal pre-kindergarten efforts across the United States
**Vira I. Heinz Endowment**
$100,000

**Sarah Heinz House Association**
For 2004 annual support and involvement of William McDonough & Partners
**Howard Heinz Endowment**
$1,290,000

**Shady Lane School**
To support arts programming for children from birth through age five in the region
**Vira I. Heinz Endowment**
$100,000

**Three Rivers Rowing Association**
To support the association’s diversity initiative with an emphasis on girls’ participation
**Howard Heinz Endowment**
$100,000

**Three Rivers Workforce Investment Board**
To support a planning grant for infusing financial literacy education into job readiness/job retention programs for low-income adults
**Vira I. Heinz Endowment**
$75,000

**Tides Center—Western Pennsylvania**
For a third round of funding to replicate the Youth Standards Project
**Howard Heinz Endowment**
$150,000

**United Way of Allegheny County**
For the direct benefit of the Extra Mile Education Foundation
**Vira I. Heinz Endowment**
$3,000
United Way of Allegheny County
For the direct benefit of the Community Fund
Vira I. Heinz Endowment
$7,000

United Way of Allegheny County
For the direct benefit of various homeless shelters
Vira I. Heinz Endowment
$10,000

United Way of Allegheny County
For the direct benefit of the Extra Mile Education Foundation Howard Heinz Endowment
$25,000

United Way of Allegheny County
To support the 2004 campaign Howard Heinz Endowment
$900,000

United Way of Southwestern Pennsylvania
For general operating support Howard Heinz Endowment
$8,000

University of Pittsburgh
To support the 10th Annual Family Support Conference that took place on June 9–10, 2003 Howard Heinz Endowment
$2,000

University of Pittsburgh
To continue technical assistance to 34 family support centers throughout Allegheny County Howard Heinz Endowment
$300,000

University of Pittsburgh
For the School of Social Work’s Center For Race and Social Problems for data analysis in the area of education Vira I. Heinz Endowment
$145,000

Urban League of Pittsburgh, Inc.
To support the opening rally, the youth summit and registration scholarships for the 2004 National Urban League Conference in Pittsburgh Howard Heinz Endowment
$50,000

Urban League of Pittsburgh, Inc.
For a third round of support for the African-American Leadership Development Program Howard Heinz Endowment
$100,000

The William J. Copeland Fund
To support leadership development and capacity building in the health and human services and community development fields Vira I. Heinz Endowment
$300,000

WQED Pittsburgh
To support a two-hour PBS broadcast program in honor of Fred Rogers Howard Heinz Endowment
$30,000

YouthWorks
For support to provide year-round youth employment and training programming for the City of Pittsburgh and Allegheny County region Howard Heinz Endowment
$350,000

YWCA of Westmoreland County
For a three-year grant for the continuation and expansion of the Technology for Girls Program Howard Heinz Endowment
$120,000

ECONOMIC OPPORTUNITY

The African American Chamber Foundation of Western Pennsylvania
To support a minority business mentoring program Howard Heinz Endowment
$50,000

Allegheny Conference on Community Development
To help support a regional site infrastructure initiative Howard Heinz Endowment
$200,000

Allegheny Conference on Community Development
Operating support for Oakland Investment Committee–related activities Vira I. Heinz Endowment
$125,000

Allegheny Conference on Community Development
For the Agenda Development Fund and operating support Howard Heinz Endowment
$225,000

Black Contractors Association
To support the Youth Construction Initiative Howard Heinz Endowment
$75,000

Carnegie Mellon University
To support a Sustainable Computing Consortium and regional cybersecurity initiative Howard Heinz Endowment
$300,000

Carnegie Mellon University
To support the Innovations Exchange Center Howard Heinz Endowment
$250,000

Carnegie Mellon University
To help increase federal linkages and resources for regional and Carnegie Mellon initiatives Vira I. Heinz Endowment
$250,000

Carnegie Mellon University
To support a company-level analysis of economic growth in southwestern Pennsylvania Vira I. Heinz Endowment
$20,000

Catalyst Connection
For a regional career literacy development initiative Vira I. Heinz Endowment
$150,000

Catalyst Connection
To help access federal small business innovation research funding for emerging small businesses Vira I. Heinz Endowment
$200,000
Community College of Allegheny County
Educational Foundation
To help support a CCAC President national recruiting process
Howard Heinz Endowment
$25,000

Coro Center for Civic Leadership
To support a public affairs leadership training program
Howard Heinz Endowment
$500,000

Duquesne University
To create an African-American Career Literacy Initiative
Howard Heinz Endowment
$225,000

Duquesne University
For the Community Manufacturing Initiative, a low-income community jobs initiative
Howard Heinz Endowment
$300,000

Duquesne University
To support low-income community and regional labor market research
Vira I. Heinz Endowment
$250,000

El Centro Hispano/Latino:
The Hispanic Latino Center, Inc.
To support a workforce–related Hispanic community initiative
Howard Heinz Endowment
$250,000

Family Services of Western Pennsylvania
To support the Ways to Work Initiative
Howard Heinz Endowment
$25,000

Housing Opportunities, Inc.
To support an African-American home ownership initiative
Vira I. Heinz Endowment
$1,000,000

Jewish Family & Children’s Service of Pittsburgh
To support the Pittsburgh Regional Immigrant Assistance Center
Howard Heinz Endowment
$200,000

Mon Valley Education Consortium
To support a Mon Valley “Future is Mine” workforce and career initiative
Howard Heinz Endowment
$100,000

MPC Corporation
To support the creation of a regional benchmarking consortium
Vira I. Heinz Endowment
$50,000

Neighborhood Funders Group
To support the September 2003 Neighborhood Funders Conference in Pittsburgh
Howard Heinz Endowment
$15,000

New Century Careers
To support a regional manufacturing workforce intermediary
Howard Heinz Endowment
$400,000

Oakland Planning and Development Corporation, Inc.
To support an Oakland/Hill District health-care workforce initiative
Howard Heinz Endowment
$150,000

Oakland Planning and Development Corporation, Inc.
To support an Oakland neighborhood revitalization initiative
Vira I. Heinz Endowment
$150,000

Pennsylvania Economy League
To support Workforce Connections, a regional workforce intermediary
Howard Heinz Endowment
$350,000

Pennsylvania Economy League, Inc.
To work on the fiscal health issues of Southwestern Pennsylvania’s local governments
Howard Heinz Endowment
$300,000

Pittsburgh Gateways Corporation
To help provide startup assistance to emerging manufacturing firms
Howard Heinz Endowment
$250,000

Pittsburgh Life Sciences Greenhouse
For operating support for entrepreneurial and incubator programs
Howard Heinz Endowment
$600,000

Pittsburgh Life Sciences Greenhouse
For operating support for entrepreneurial and incubator programs
Vira I. Heinz Endowment
$400,000

Pittsburgh Partnership for Neighborhood Development
For operating support
Howard Heinz Endowment
$300,000

Pittsburgh Tissue Engineering Initiative, Inc.
To support the 2003 Engineering Tissue Growth Conference in Pittsburgh
Howard Heinz Endowment
$20,000

PowerLink, Inc.
To support job creation by women-owned businesses
Vira I. Heinz Endowment
$75,000

RAND Corporation
For planning and research on improving public-sector systems
Vira I. Heinz Endowment
$50,000

RAND Corporation
To support public-sector consolidation research
Vira I. Heinz Endowment
$150,000

The Robotics Foundry
To increase small manufacturing firms’ access to robotics technology
Vira I. Heinz Endowment
$150,000
**Soldiers & Sailors Memorial Hall and Museum Trust, Inc.**  
For the Soldiers & Sailors Memorial Day Salute  
*Howard Heinz Endowment*  
$2,000

**Three Rivers Workforce Investment Board**  
To support a regional college internship development initiative  
*Howard Heinz Endowment*  
$200,000

**Tides Center—Western Pennsylvania**  
For the implementation of Keys2Work testing in high schools  
*Vira I. Heinz Endowment*  
$250,000

**University of Pittsburgh**  
To support the Drew Mathieson Entrepreneurship Fund  
*Howard Heinz Endowment*  
$150,000

**University of Pittsburgh**  
For small business new product development at the School of Engineering Center for Product Innovation  
*Vira I. Heinz Endowment*  
$200,000

**University of Pittsburgh**  
For entrepreneurial training support at the Katz Graduate School of Business  
*Howard Heinz Endowment*  
$150,000

**University of Pittsburgh**  
To support a regional human capital public education program at the Institute of Politics  
*Howard Heinz Endowment*  
$75,000

**World Affairs Council of Pittsburgh**  
To support an international communities networking and communication initiative  
*Vira I. Heinz Endowment*  
$150,000

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**EDUCATION**

**3 Rivers Connect**  
For technology for learning (K–12) program and operating support  
*Vira I. Heinz Endowment*  
$350,000

**Allegheny Intermediate Unit**  
For the Pittsburgh pilot of Power4Kids, a national reading research project  
*Howard Heinz Endowment*  
$500,000

**Allegheny Intermediate Unit**  
For a Reading Achievement Center  
*Vira I. Heinz Endowment*  
$320,000

**APEX Consortium Inc.**  
To support the development of teacher leadership teams to improve school performance  
*Howard Heinz Endowment*  
$50,000

**ASSET, Inc.**  
To implement environmental education curricula in elementary schools  
*Howard Heinz Endowment*  
$100,000

**ASSET, Inc.**  
To support the elementary science education initiative  
*Vira I. Heinz Endowment*  
$100,000

**Carnegie Institute**  
For the Cognitive Math Tutor project  
*Howard Heinz Endowment*  
$90,000

**Carnegie Library of Pittsburgh**  
For reading programs and the capital campaign  
*Vira I. Heinz Endowment*  
$3,500,000

**Carnegie Mellon University**  
For the Sustainable Computing Consortium  
*Howard Heinz Endowment*  
$50,000

**Carnegie Mellon University**  
For the summer robotics course, Fundamentals of Mobile Robotics Development  
*Howard Heinz Endowment*  
$15,000

**Carnegie Mellon University**  
For general operating support  
*Vira I. Heinz Endowment*  
$2,000

**Carnegie Mellon University**  
For general operating support  
*Howard Heinz Endowment*  
$5,000

**Central Northside Reading is Fundamental**  
For a city-based early reading program  
*Howard Heinz Endowment*  
$150,000

**Chatham College**  
For Pittsburgh Teachers’ Institute  
*Vira I. Heinz Endowment*  
$30,000

**Community College of Allegheny County Educational Foundation**  
For program support for the Middle College High School  
*Howard Heinz Endowment*  
$50,000

**Community College of Allegheny County Educational Foundation**  
For development of Middle College High Schools on two campuses  
*Howard Heinz Endowment*  
$100,000

**Community Loan Fund of Southwestern Pennsylvania**  
For technical support of endowments’ education intermediary project  
*Howard Heinz Endowment*  
$30,000
<table>
<thead>
<tr>
<th>Organization</th>
<th>Funding</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Loan Fund of Southwestern Pennsylvania</td>
<td>Vira I. Heinz Endowment $600,000</td>
<td>For support of Propel Schools, Inc., and the working capital fund to develop and strengthen charter schools.</td>
</tr>
<tr>
<td>Manchester Craftsmen’s Guild</td>
<td>Howard Heinz Endowment $5,000</td>
<td>For operating support.</td>
</tr>
<tr>
<td>Manchester Craftsmen’s Guild</td>
<td>Howard Heinz Endowment $3,000</td>
<td>For the Drew Mathieson Center.</td>
</tr>
<tr>
<td>Manchester Craftsmen’s Guild</td>
<td>Howard Heinz Endowment $200,000</td>
<td>For operating support.</td>
</tr>
<tr>
<td>Mon Valley Education Consortium</td>
<td>Howard Heinz Endowment $150,000</td>
<td>For operating support.</td>
</tr>
<tr>
<td>Mon Valley Education Consortium</td>
<td>Vira I. Heinz Endowment $200,000</td>
<td>To support the operation of Mon Valley Education Consortium.</td>
</tr>
<tr>
<td>National Foundation for Teaching Entrepreneurship to Disadvantaged and Handicapped Youths, Inc.</td>
<td>Vira I. Heinz Endowment $100,000</td>
<td>To support a distinctive entrepreneurship education program for inner-city youth.</td>
</tr>
<tr>
<td>Negro Educational Emergency Drive (NEED)</td>
<td>Vira I. Heinz Endowment $1,000,000</td>
<td>For the endowment campaign challenge grant.</td>
</tr>
<tr>
<td>Negro Educational Emergency Drive (NEED)</td>
<td>Vira I. Heinz Endowment $20,000</td>
<td>For scholarships.</td>
</tr>
<tr>
<td>Negro Educational Emergency Drive (NEED)</td>
<td>Howard Heinz Endowment $200,000</td>
<td>For the scholarship program.</td>
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<tr>
<td>Homeless Children &amp; Family Emergency Fund</td>
<td>Howard Heinz Endowment $50,000</td>
<td>To support the Computer Learning Centers Program in area shelters serving the children of homeless families.</td>
</tr>
<tr>
<td>Community Loan Fund of Southwestern Pennsylvania</td>
<td>Vira I. Heinz Endowment $225,000</td>
<td>For City Charter High School expansion.</td>
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<tr>
<td>Duquesne University</td>
<td>Howard Heinz Endowment $75,000</td>
<td>For a training initiative to improve teachers’ technology skills.</td>
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<tr>
<td>East Liberty Development, Inc.</td>
<td>Howard Heinz Endowment $225,000</td>
<td>For the Wireless Neighborhood Project.</td>
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<tr>
<td>EDSYS, Inc.</td>
<td>Howard Heinz Endowment $150,000</td>
<td>To improve City Charter High School’s data-management capabilities.</td>
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<tr>
<td>Education Policy and Leadership Center</td>
<td>Howard Heinz Endowment $50,000</td>
<td>For support of policy initiatives to improve school performance.</td>
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<tr>
<td>The Foundation Center</td>
<td>Howard Heinz Endowment $10,000</td>
<td>For 2003–04 program and operating support.</td>
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<tr>
<td>Grantmakers for Education</td>
<td>Howard Heinz Endowment $20,000</td>
<td>For support of the Grantmakers for Education meeting in Pittsburgh, February 26–27, 2003.</td>
</tr>
<tr>
<td>Greater Pittsburgh Literacy Council</td>
<td>Vira I. Heinz Endowment $50,000</td>
<td>For the Family Learning Program.</td>
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<tr>
<td>The Neighborhood Academy</td>
<td>Howard Heinz Endowment $100,000</td>
<td>For program support.</td>
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<tr>
<td>Pennsylvania Chamber of Business and Industry Educational Foundation</td>
<td>Vira I. Heinz Endowment $25,000</td>
<td>For costs related to the 21st Century Tax Policy Project.</td>
</tr>
<tr>
<td>Pennsylvania Partnerships for Children</td>
<td>Vira I. Heinz Endowment $50,000</td>
<td>For development of policy advocacy to improve the preparation of elementary teachers.</td>
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<tr>
<td>The Pittsburgh Chess Club</td>
<td>Howard Heinz Endowment $15,000</td>
<td>For program support for the 2003–04 school year.</td>
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<tr>
<td>The Pittsburgh Foundation</td>
<td>Howard Heinz Endowment $275,000</td>
<td>For development of Pittsburgh Citizens Alliance to improve Public Education.</td>
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<tr>
<td>The Pittsburgh Foundation</td>
<td>Howard Heinz Endowment $50,000</td>
<td>For support of the planning and development of a Reserve Teacher Corps.</td>
</tr>
<tr>
<td>The Pittsburgh Foundation</td>
<td>Howard Heinz Endowment $250,000</td>
<td>For a regional life-science economic development initiative.</td>
</tr>
<tr>
<td>Pittsburgh Life Sciences Greenhouse</td>
<td>Howard Heinz Endowment $250,000</td>
<td>For support of green design costs and new construction.</td>
</tr>
<tr>
<td>Pittsburgh Voyager</td>
<td>Vira I. Heinz Endowment $270,000</td>
<td>To support river-based education programs.</td>
</tr>
</tbody>
</table>
RAND Corporation
For assessment of school districts’ data-management capabilities
Vira I. Heinz Endowment
$100,000

Saint Vincent College
For the Fred M. Rogers Center
Vira I. Heinz Endowment
$1,000,000

Schenley Heights Community Development Program
For a faith-based learning cooperative
Vira I. Heinz Endowment
$200,000

University of Pittsburgh
For the Faith Tech Project, a church-based technology learning initiative
Vira I. Heinz Endowment
$100,000

University of Pittsburgh
For the Western Pennsylvania Writing Project, a training initiative to improve literacy achievement using writing in the early grades
Howard Heinz Endowment
$25,000

University of Pittsburgh
For support of the Institute of Politics, a continuing education forum on public policy issues
Howard Heinz Endowment
$100,000

University of Pittsburgh
For support of the Heinz Memorial Chapel
Howard Heinz Endowment
$135,000

Education
Travel Study Awards

Arcadia University
For the Vira I. Heinz Travel Study Award
Vira I. Heinz Endowment
$5,000

Bethany College
For the Vira I. Heinz Travel Study Award
Vira I. Heinz Endowment
$5,000

Carnegie Mellon University
For the Vira I. Heinz Travel Study Award
Vira I. Heinz Endowment
$5,000

Chatham College
For the Vira I. Heinz Travel Study Award
Vira I. Heinz Endowment
$5,000

Duquesne University
For the Vira I. Heinz Travel Study Award
Vira I. Heinz Endowment
$5,000

Temple University
For the Vira I. Heinz Travel Study Award
Vira I. Heinz Endowment
$5,000

Thiel College
For the Vira I. Heinz Travel Study Award
Vira I. Heinz Endowment
$5,000

University of Pittsburgh
For program coordination of Travel/Study scholarships
Vira I. Heinz Endowment
$40,000

University of Pittsburgh at Greensburg
For the Vira I. Heinz Travel Study Award
Vira I. Heinz Endowment
$5,000

Washington & Jefferson College
For the Vira I. Heinz Travel Study Award
Vira I. Heinz Endowment
$5,000

Waynesburg College
For the Vira I. Heinz Travel Study Award
Vira I. Heinz Endowment
$5,000

Wilberforce University
For the Vira I. Heinz Travel Study Award
Vira I. Heinz Endowment
$5,000

ENVIRONMENT

10,000 Friends of Pennsylvania
To support work on revitalizing older communities in southwestern Pennsylvania and Southwestern Pennsylvania Land Use Education program
Howard Heinz Endowment
$100,000

10,000 Friends of Pennsylvania
For an executive search for a new president
Howard Heinz Endowment
$14,500

3 Rivers Wet Weather Inc.
For the fifth and final year of support for the Three Rivers/Second Nature Project
Howard Heinz Endowment
$200,000

3 Rivers Wet Weather Inc.
For Phase I funding to develop and implement a multi-municipal stormwater management system in the Turtle Creek watershed
Howard Heinz Endowment
$50,000

3 Rivers Wet Weather Inc.
For the 3 Rivers Wet Weather Demonstration Program
Howard Heinz Endowment
$100,000

3 Rivers Wet Weather Inc.
For field analysis and to develop a methodology and water-quality testing protocol for tributary streams to Pittsburgh’s three rivers
Howard Heinz Endowment
$50,000

Air and Waste Management Association
For the final year of the Pittsburgh/Central European Linkages Program
Howard Heinz Endowment
$185,000

Allegheny College
For operating support for the Center for Economic and Environmental Development
Howard Heinz Endowment
$90,000
Allegheny Conference on Community Development
For continued support for the Allegheny Conference Land Use Committee and related projects
Howard Heinz Endowment
$100,000

Allegheny Conference on Community Development
To support the working capital fund for initiatives related to the Oakland Investment Committee
Howard Heinz Endowment
$50,000

Allegheny Conference on Community Development
For the Oakland Initiative including ecological and land-use planning and transportation
Howard Heinz Endowment
$350,000

American Farmland Trust
For operating support
Howard Heinz Endowment
$5,000

The Athena Institute International
For support of the Pittsburgh Life Cycle Assessment Education Project for building materials
Vira I. Heinz Endowment
$100,000

Brookings Institution
For outreach activities related to the Pennsylvania Smart Growth report
Vira I. Heinz Endowment
$36,000

The Canopy Institute
For support to expand chemical services into the pulp and paper industry in western Pennsylvania
Howard Heinz Endowment
$100,000

Carnegie Institute
To support an installation and interpretation project at the 2003 Three Rivers Arts Festival based on Stephanie Flom’s “Mayflies”
Howard Heinz Endowment
$8,000

Carnegie Institute
For research in support of biodiversity conservation of western Pennsylvania flora
Howard Heinz Endowment
$50,000

Carnegie Mellon University
For the Western Pennsylvania Landscape Character Protection project
Howard Heinz Endowment
$47,000

Carnegie Mellon University
For expenses related to the lecture by William McDonough at Carnegie Mellon University on February 3, 2003
Howard Heinz Endowment
$3,000

Carnegie Mellon University
For preliminary assessment of environmental health issues in southwestern Pennsylvania
Howard Heinz Endowment
$20,000

Carnegie Mellon University
For 2003 funding for continued technical and professional assistance for the advancement of environmental building projects in Pittsburgh
Howard Heinz Endowment
$50,000

Carnegie Mellon University
For outreach support for book project: When Smoke Ran Like Water by Devra Lee Davis
Howard Heinz Endowment
$10,000

Carnegie Mellon University
For assistance in planning Symposium 2003, a continuum of efforts to bring international recognition and new vitality to the Pittsburgh region
Howard Heinz Endowment
$10,000

Chesapeake Bay Foundation
For support for participation in the Conestoga River nutrient trading program project
Vira I. Heinz Endowment
$50,000

Citizens for Pennsylvania’s Future
To provide professional media training and support for western Pennsylvania public interest organizations
Howard Heinz Endowment
$150,000

Clean Air Task Force
For support of the project to restore air quality in southwestern Pennsylvania
Howard Heinz Endowment
$150,000

Clean Water Fund
To support the Tap Into Watersheds project
Howard Heinz Endowment
$50,000

Clean Water Fund
For support of the Good Neighbor Project
Howard Heinz Endowment
$50,000

Community Environmental Legal Defense Fund
For support of the Grassroots Litigation Support Program
Vira I. Heinz Endowment
$25,000

Community Foundation of Greater Johnstown
For support of the Pennsylvania Green Business Initiative
Vira I. Heinz Endowment
$200,000

Community Foundation of Greater Johnstown
For support of the Western Pennsylvania Watershed Program
Howard Heinz Endowment
$350,000

Conservation Consultants, Inc.
For the Green Neighborhood Services and capacity building
Howard Heinz Endowment
$300,000
Earth Force, Inc.  
For 2003 operating support for Earth Force programs in southwestern Pennsylvania  
*Howard Heinz Endowment*  
$50,000

Earth Force, Inc.  
For 2004 operating support for Lake Erie–Allegheny Earth Force expansion  
*Vira I. Heinz Endowment*  
$100,000

EcoLogic Development Fund  
To continue development of green product connections between Pittsburgh businesses and Latin American producers  
*Vira I. Heinz Endowment*  
$25,000

Enterprising Environmental Solutions, Inc.  
For support of ongoing projects: Conestoga Nutrient Trading Pilot and Interfaith Power & Light  
*Vira I. Heinz Endowment*  
$190,000

Environmental Defense, Incorporated  
For support of the Conestoga Watershed project  
*Howard Heinz Endowment*  
$200,000

Environmental Law Institute  
For western Pennsylvania land-use policy analysis project  
*Howard Heinz Endowment*  
$75,000

The Foundation for California University of Pennsylvania  
For continued support of the Watershed Conservation in Pennsylvania: Phase II project  
*Howard Heinz Endowment*  
$100,000

Green Building Alliance  
To support the continued implementation of programs and services  
*Howard Heinz Endowment*  
$250,000

H. John Heinz III Center for Science, Economics and the Environment  
For general operating support  
*Vira I. Heinz Endowment*  
$10,000

H. John Heinz III Center for Science, Economics and the Environment  
For general operating support  
*Vira I. Heinz Endowment*  
$20,000

H. John Heinz III Center for Science, Economics and the Environment  
To assist the Heinz Center in rebuilding program activities during its transition to new management  
*Vira I. Heinz Endowment*  
$2,000,000

Healthy Home Resources  
For funding for preventing environmental hazards facing families today  
*Howard Heinz Endowment*  
$300,000

Historical Society of Western Pennsylvania  
To support national media outreach regarding Pittsburgh’s role in the Lewis & Clark expedition  
*Howard Heinz Endowment*  
$40,000

Historical Society of Western Pennsylvania  
For a communications plan related to the 2003 Pittsburgh bicentennial commemoration of the Lewis & Clark expedition  
*Howard Heinz Endowment*  
$15,000

Hollow Oak Land Trust  
For operating support and strategic planning  
*Howard Heinz Endowment*  
$25,000

Local Government Academy  
For 2003 operating support  
*Howard Heinz Endowment*  
$50,000

Local Government Academy  
For continued support for the Multi-Municipal Planning Grant program  
*Howard Heinz Endowment*  
$150,000

Mount Washington Community Development Corporation  
For support of the Western Pennsylvania Conservancy project to plan for long-term development of the Emerald Link project and hillside protection on Mount Washington  
*Vira I. Heinz Endowment*  
$5,000

Natural Resources Defense Council  
To address environmental hazards in Greene County, Pennsylvania  
*Vira I. Heinz Endowment*  
$50,000

The Natural Step  
To assist Swedish schools and students, aged 14 to 19, with educational activities on sustainable environmental development  
*Vira I. Heinz Endowment*  
$20,000

Pennsylvania Economy League, Inc.  
For continued support of Issues PA to promote ideas to improve the competitiveness and quality of life in Pennsylvania  
*Howard Heinz Endowment*  
$100,000

Pennsylvania Environmental Council  
For funding of the Allegheny and Monongahela Rivers Strategy  
*Vira I. Heinz Endowment*  
$175,000

Pennsylvania Environmental Council  
To support community land-use planning initiatives  
*Vira I. Heinz Endowment*  
$50,000

Pennsylvania Resources Council, Inc.  
For funding for the Waste Minimization & Capacity Building project  
*Vira I. Heinz Endowment*  
$125,000

Pennsylvania Resources Council, Inc.  
To organize and implement a region-wide hazardous household waste collection program  
*Howard Heinz Endowment*  
$30,000
<table>
<thead>
<tr>
<th>Organization</th>
<th>Support Details</th>
<th>Endowment</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pittsburgh Community Broadcasting Corporation</td>
<td>For support of the Allegheny Front radio program</td>
<td>Howard Heinz Endowment</td>
<td>$100,000</td>
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<tr>
<td>Pittsburgh Film-Makers, Inc.</td>
<td>For videotaping the Sarah Heinz House E-3 Mapping Charrette</td>
<td>Howard Heinz Endowment</td>
<td>$5,900</td>
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<tr>
<td>Pittsburgh Parks Conservancy</td>
<td>For detailed design of Schenley Plaza as a green public space</td>
<td>Howard Heinz Endowment</td>
<td>$100,000</td>
</tr>
<tr>
<td>Pittsburgh Parks Conservancy</td>
<td>For program development and general operating support</td>
<td>Howard Heinz Endowment</td>
<td>$100,000</td>
</tr>
<tr>
<td>Pittsburgh Parks Conservancy</td>
<td>For Schenley Plaza park design</td>
<td>Howard Heinz Endowment</td>
<td>$100,000</td>
</tr>
<tr>
<td>Rainforest Alliance</td>
<td>For funding to increase market access for small landowners in Pennsylvania</td>
<td>Howard Heinz Endowment</td>
<td>$50,000</td>
</tr>
<tr>
<td>Regional Trail Corporation</td>
<td>For support to complete the Great Allegheny Passage Trail, a project of the Allegheny Trail Alliance</td>
<td>Vira I. Heinz Endowment</td>
<td>$250,000</td>
</tr>
<tr>
<td>Rocky Mountain Institute</td>
<td>For general operating support</td>
<td>Vira I. Heinz Endowment</td>
<td>$10,000</td>
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<tr>
<td>Sand County Foundation</td>
<td>For support of the Kinzua Quality Deer Cooperative project</td>
<td>Vira I. Heinz Endowment</td>
<td>$50,000</td>
</tr>
<tr>
<td>Sarah Heinz House Association</td>
<td>To support William McDonough &amp; Partners in holding an E-3 community mapping charrette for Sarah Heinz House's new facility</td>
<td>Howard Heinz Endowment</td>
<td>$128,000</td>
</tr>
<tr>
<td>Southwestern Pennsylvania Corporation</td>
<td>For support of the Smart Agriculture initiative in Butler County</td>
<td>Howard Heinz Endowment</td>
<td>$25,000</td>
</tr>
<tr>
<td>Southwestern Pennsylvania Corporation</td>
<td>For additional funding for the Commission to move forward with the Southwestern Pennsylvania Unified Geographic Information System</td>
<td>Howard Heinz Endowment</td>
<td>$200,000</td>
</tr>
<tr>
<td>Southwestern Pennsylvania Corporation</td>
<td>To provide partial support for the National Association of Regional Councils 2003 Conference</td>
<td>Howard Heinz Endowment</td>
<td>$20,000</td>
</tr>
<tr>
<td>Three Rivers Rowing Association</td>
<td>To initiate the Tireless Crew Project for riverbank cleanup and public awareness building for environmental stewardship</td>
<td>Howard Heinz Endowment</td>
<td>$13,000</td>
</tr>
<tr>
<td>Three Rivers Rowing Association</td>
<td>For additional support for the Millvale Boathouse expansion campaign</td>
<td>Howard Heinz Endowment</td>
<td>$37,500</td>
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<tr>
<td>Tides Center—Western Pennsylvania</td>
<td>For continuing funding of the Natural Infrastructure Plan for Southwestern Pennsylvania</td>
<td>Howard Heinz Endowment</td>
<td>$400,000</td>
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<tr>
<td>Tides Center—Western Pennsylvania</td>
<td>For support of the UltraViolet Loop</td>
<td>Howard Heinz Endowment</td>
<td>$50,000</td>
</tr>
<tr>
<td>Tides Center—Western Pennsylvania</td>
<td>For Sustainable Pittsburgh operating support for 2004</td>
<td>Howard Heinz Endowment</td>
<td>$300,000</td>
</tr>
<tr>
<td>Tides Center—Western Pennsylvania</td>
<td>For the development of the Pennsylvania Biodiversity Conservation Plan</td>
<td>Howard Heinz Endowment</td>
<td>$50,000</td>
</tr>
<tr>
<td>Tri-State Citizens Mining Network, Inc.</td>
<td>For 2003 operating support</td>
<td>Howard Heinz Endowment</td>
<td>$16,000</td>
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<tr>
<td>The UPG Foundation</td>
<td>For operating support for the Smart Growth Partnership of Westmoreland County</td>
<td>Howard Heinz Endowment</td>
<td>$50,000</td>
</tr>
<tr>
<td>University of Pittsburgh</td>
<td>To establish the Engineering Institute on Sustainability program</td>
<td>Howard Heinz Endowment</td>
<td>$200,000</td>
</tr>
<tr>
<td>Western Pennsylvania Conservancy</td>
<td>To support completion of County Natural Heritage Inventories for the southwest Pennsylvania planning region counties</td>
<td>Howard Heinz Endowment</td>
<td>$50,000</td>
</tr>
<tr>
<td>Western Pennsylvania Conservancy</td>
<td>For support of the Green Neighborhood Initiative</td>
<td>Vira I. Heinz Endowment</td>
<td>$100,000</td>
</tr>
<tr>
<td>Western Pennsylvania Conservancy</td>
<td>For hillside planning and long-term development of the Emerald Link Trail and Hillside Project on Mount Washington</td>
<td>Howard Heinz Endowment</td>
<td>$45,000</td>
</tr>
<tr>
<td>The Wilderness Society</td>
<td>To promote certified wood products in Pennsylvania</td>
<td>Vira I. Heinz Endowment</td>
<td>$50,000</td>
</tr>
<tr>
<td>The Wildlife Advocacy Project</td>
<td>For support of the Manatee Campaign</td>
<td>Vira I. Heinz Endowment</td>
<td>$20,000</td>
</tr>
<tr>
<td>Wildlife Habitat Council</td>
<td>For support of the Three Rivers Habitat Partnership</td>
<td>Vira I. Heinz Endowment</td>
<td>$40,000</td>
</tr>
</tbody>
</table>
Howard Heinz (1877–1941)
Howard Heinz was born near Sharpsburg, a suburb of Pittsburgh, on August 27, 1877, the son of Henry John and Sarah Young Heinz. After graduation from Shady Side Academy, and then Yale University in 1900, he entered active service with the H. J. Heinz Company, where he successfully became advertising manager, sales manager, vice president and president.

He was a director and/or trustee of the Pennsylvania Railroad, Mellon Bank, N.A., National Industrial Conference Board, Pittsburgh Regional Planning Association, Pittsburgh Chamber of Commerce, University of Pittsburgh, Carnegie Institute, Shady Side Academy, Western Pennsylvania Hospital and the Pittsburgh Symphony Society. He was a ruling elder of Shadyside Presbyterian Church.

Long before creating the endowment that would lead to large-scale philanthropy, Mr. Heinz was actively engaged in personal charitable and civic improvement efforts. As president of one of the world’s most recognized businesses, he was one of the founders of the Community Fund, one of the early efforts to create organized community-based philanthropy in the United States. He served as a director or fundraising chairman for dozens of national organizations and campaigns, including service as a trustee for the Carnegie Endowment for International Peace.

Despite frequently being tapped by governors and presidents to lead various projects, Mr. Heinz made time for city and regional concerns. All his professional life, he served on the boards of key community institutions. Mr. Heinz was a leader in the creation of Heinz Chapel on the University of Pittsburgh campus as a memorial to his parents. The church serves as a spiritual resource for university students but also is considered one of the country’s architectural gems. He took a special interest in programs that would better the lives of young people. As a young college graduate, he established Covode House, a clubhouse for boys, near the Heinz plant. He also served as an active director of Sarah Heinz House, a larger development club for boys and girls on the North Side that continues to thrive.

Mr. Heinz died on February 9, 1941. He bequeathed his residual estate to the Howard Heinz Endowment for philanthropic purposes.

Vira I. Heinz (1888–1983)
In a city known for its active and concerned civic leaders, Vira I. Heinz was among the foremost. Born Vira M. Ingham in what is now the Brighton Heights district of Pittsburgh, in 1932 she married Clifford S. Heinz, son of Henry J. Heinz, founder of the food processing company. Clifford Heinz died in 1935.

Over the next five decades, Mrs. Heinz actively engaged in the philanthropic and civic work for which she is now remembered. She did so much for so many that it would be impossible to list the full range of her activities. To mention a few of the more prominent, she was vice president of the World Council of Christian Education and an active supporter of its work in Africa. She was a founder of the Civic Light Opera, president and principal benefactor of the Pittsburgh Youth Symphony, and a member of the boards of the Pittsburgh Chamber Music Society, the Pittsburgh Opera and the Pittsburgh Symphony Society.

Mrs. Heinz received the Chancellor’s Medal from the University of Pittsburgh and honorary degrees from eleven colleges and universities. She was a trustee of Chatham College and the first woman trustee of Carnegie Mellon University. She served as a member of the board of Children’s Hospital of Pittsburgh and was an honorary fellow of the American College of Hospital Administrators.

As a member of the Board of Directors of the H. J. Heinz Company, she was the first woman board member of a multinational corporation headquartered in Pittsburgh. In the spirit of generosity that characterized her life, Vira I. Heinz provided in her will for the establishment of a charitable foundation.

Founded more than four decades apart, the Howard Heinz Endowment and the Vira I. Heinz Endowment were both the products of a family commitment to community that began with H. J. Heinz and that continues to this day.
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