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THE MAGAZINE OF  
THE HEINZ ENDOWMENTS

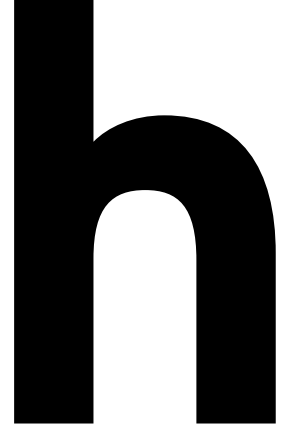
Issue 1 2020

EARLY CHILDHOOD  
EDUCATION:  
BOOSTING CHILD  
BRAIN DEVELOPMENT  
WHILE GAINING  
INCREASED  
ATTENTION DURING  
A PANDEMIC



ISSUE 1 2020

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### EARLY INVESTING

Education and human development experts have long promoted early childhood education as providing the foundational building blocks for children's mental, social and emotional growth. The COVID-19 crisis amplified its importance, especially for front-line workers and their families.

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The Heinz Endowments was formed from the Howard Heinz Endowment, established in 1941, and the Vira I. Heinz Endowment, established in 1986. It is the product of a deep family commitment to community and the common good that began with H.J. Heinz, and that continues to this day.

The 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 become a just and equitable community in which all of its citizens thrive economically, ecologically, educationally, socially and culturally. We also seek to advance knowledge and practice in the field of philanthropy through strategies that focus on our priorities of Creativity, Learning and Sustainability.

In life, Howard Heinz and Vira I. Heinz set high expectations for their philanthropy. Today, the Endowments is committed to doing the same. Our charge is to be diligent, thoughtful and creative in continually working to set new standards of philanthropic excellence. Recognizing that none of our work would be possible without a sound financial base, we also are committed to preserving and enhancing the Endowments' assets through prudent investment management.

**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, John Ellis, Donna Evans Sebastian, Carmen Lee, Grant Oliphant, Scott Roller, Courtney Tolmer. Design: Landesberg Design

**About the cover** Shayla Scott keeps her 3-year-old son, Maverick Laboy, happy and mentally stimulated with activities such as painting since his child care center temporarily closed because of the COVID-19 pandemic. Photo by Renee Rosensteel.





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## THE WORLD TURNED UPSIDE DOWN

**W**hen 2020 began, many of us in the U.S. were expecting a consequential year because of the presidential election and the decennial census. What we did not expect was a global pandemic that would make routine activities such as going to work, getting food or taking children to child care fraught with previously unforeseen complications and health concerns. Add to this worldwide racial justice protests following the killings of unarmed Black people by police and vigilantes in this country, and 2020 has unleashed challenges on a scale not seen in decades.

In these uncertain times, it could be easy to lose hope. But we can be encouraged by some of the final words of John Lewis, the late civil rights leader and U.S. congressman whose op-ed "Together, You Can Redeem the Soul of Our Nation" was published in The New York Times on the day of his July 30th funeral:

"While my time here has now come to an end, I want you to know that in the last days and hours of my life you inspired me. You filled me with hope about the next chapter of the great American story when you used your power to make a difference in our society. Millions of people motivated simply by human compassion laid down the burdens of division. Around the country and the world, you set aside race, class, age, language and nationality to demand respect for human dignity..."

"When historians pick up their pens to write the story of the 21st century, let them say that it was your generation who laid down the heavy burdens of hate at last and that peace finally triumphed over violence, aggression and war. So, I say to you, walk with the wind, brothers and sisters, and let the spirit of peace and the power of everlasting love be your guide."



The Heinz Endowments restructured its support of early childhood education into a three-year, \$10 million strategy that elevates child care and early education as priorities – needs brought into sharp relief by the COVID-19 crisis. By Cristina Rouvalis

# EARLY investment

**B**efore the novel coronavirus upended everyone's lives, Shayla Scott would walk every workday with her 3-year-old son, Maverick Laboy, through the colorful, art-filled hallways of the child care center at Hosanna House in Wilksburg Borough, east of Pittsburgh.

They would enter the toddler room where Maverick was greeted by his teachers. Then Ms. Scott would hug her son before leaving for her job, feeling reassured that he was in good hands.

That comforting routine was interrupted this spring when the child care center and other businesses closed their doors because of the pandemic, and Ms. Scott started doing her job as athletic director at The Ellis School, a private school for girls, from home. But she was touched to receive a text from her

son's preschool teacher asking the family how they were faring.

"It was so sweet," she said. Maverick responded with a voice memo telling his teacher how much he missed her and his classmates. He also told her he was doing well with potty training.

"I am really fortunate to be connected to a place like this," Ms. Scott said. "If there is something I am concerned about in my son's development, I have open and clear lines of communication with the teachers."

She also has used the resources they sent her to continue working with her son on cognitive and fine motor skills at home.

The importance of quality early childhood education has been amplified because of the COVID-19 crisis, especially for those on the front lines of the pandemic. But education and human development experts have been touting the value of early childhood education for years. The Heinz Endowments has made early education a priority and announced in







January that it had earmarked \$10 million over the next three years for a variety of early childhood programs.

The foundation also joined a public-private partnership to provide a total of \$500,000 in emergency funding to help meet the child care needs of local families during the pandemic (see “Balancing Act” sidebar).

While the Endowments has supported youth programs for the past 25 years, the new approach is more holistic, combining support for both education and health programs into a strategy to meet the needs of mothers and children from prenatal to age 3.

“We can no longer look at early childhood education without looking at how we can provide the best maternal care and how we create the best environments for infants as well,” said Michelle Figlar, vice president of Learning at the Endowments. “Previously those two things sat separately.”

The program at Hosanna House, a nonprofit organization that offers a range of community services, is one example of the

type of investment high-quality child care requires. Its teachers have bachelor’s degrees in early education, one of the reasons the center has received prestigious accreditation from the National Association for the Education of Young Children. And the child care programming emphasizes social, emotional and intellectual growth.

“We find out if a child is struggling early on,” said Leon Haynes, the organization’s executive director. “Then we can intervene and get them the help they need before they cross the doors to kindergarten.”

Even better, it’s affordable, and will remain so even after Ms. Scott brings her second child, Sloane, 2, once the child care center reopens. A grant from the Endowments helps supplement the public subsidies Hosanna House receives for 94 percent of the families based on income, and the average co-pay is \$23 a day.

Although more public and private dollars have gone to quality preschool programs, there has been a gap in funding for early

education programs geared toward infants and children up to age 3, Ms. Figlar said. Recognition of the importance of early education is rooted in a growing body of scientific research that shows the rapid rate of early brain development.

In infancy, billions of neural connections called synapses form between parts of the brain. Early experiences begin to shape the brain’s architecture, beginning with the areas responsible for vision, hearing, smell and taste, and later, language, cognitive and social skills. If a young child does not receive adequate stimulation, the brain cannot form those neural connections, and the child may lose the opportunity to gain certain skills.

Dr. Judy Cameron, a neuroscientist and professor of psychiatry at the University of Pittsburgh, compares brain development to the process of building a house.

“The foundation of your house is your senses,” she said. “They get built early. If they don’t, you are going to have problems with reading, problems with motor skills, even problems reading people’s emotions.”

A child who makes connections during those formative years will retain those skills for the rest of their lives. While it is possible to gain skills later in life, they are much harder to learn and are easily lost without constant practice.

Early brain development is also vital for social and emotional skills, said Roberta L. Schomburg, executive director of The Fred Rogers Center. “It is important that children get off to a good start and learn things like self-control. We have to help children learn to manage anger and frustration by setting clear limits but giving them space to talk about what upsets them. They are learning their sense of identity separate from their parents.”

Supporting early education programs is considered a smart investment of educational and human services dollars. Trauma



Renee Rosensteel

Shayla Scott helps her son Maverick Laboy, 3, with his alphabet flash cards.





## **We can no longer look at early childhood education without looking at how do we provide the best maternal care and how we create the best environments for infants as well.”**

**Michelle Figlar**, vice president of Learning, The Heinz Endowments

and stress during the early years can cause lasting damage. For example, children who grow up in an environment where there is a lot of screaming will be so skilled at detecting anger that they will experience higher rates of cardiovascular disease, stroke, addiction and other problems later in life, Dr. Cameron said.

Early childhood programs are a priority for other foundations, too.

“Studies show that 90 percent of a child’s brain develops by age 5,” said Sally McCrady, president and chair of the PNC Foundation. “We know that the returns on investment when it comes to high-quality early education and school readiness initiatives are significant and long-lasting—impacting our children, our society and the health of our economy for generations to come. That’s why PNC has made it a priority to support high-quality early childhood education through PNC Grow Up Great, our multi-year \$500 million initiative to help children from birth to age 5 develop a lifelong love of learning.”

It’s also crucial to develop early childhood programs for the entire family, experts explained.

“It can’t just be about the child. It’s the relationship with caregivers,” said Dr. Schomburg of The Fred Rogers Center. “Parents are so isolated these days, and they need support. Sometimes their reaction is at an emotional level such as, ‘I hear this child screaming and sometimes go berserk.’ Parents sometimes need the ear of somebody who can offer perspective and strategies.”

**A**mong the programs the Endowments has funded over the years that are being rolled into the \$10 million initiative are those for new mothers, who sometimes feel overwhelmed by the huge demands of parenting.

“Being a parent is hard for everyone but adding poverty to that scenario makes it even more challenging,” Ms. Figlar said.

The COVID-19 crisis has focused much of the child care discussion on immediate needs in the midst of social distancing. But when more direct contact is possible, a variety

of programs have been making a significant difference in the lives of families.

Healthy Start Pittsburgh, for example, offers home visiting support and advocacy designed to reduce poor birth outcomes, end infant mortality and eliminate health disparities. The staff connects expectant or new mothers with community resources that provide assistance in areas such as health care, breastfeeding and parent-building skills. Healthy Start Pittsburgh, a federally funded program, has received \$250,000 in grants from the Endowments to support various programs.

Jada Shirriel, CEO of Healthy Start Pittsburgh, said the home visiting program removed “barriers like transportation, child care and stigma. Everybody needs support on some level. Many of our families have been displaced from their home communities, maybe living 30 to 40 miles from where they grew up, from their families, or even from their jobs—doing the best that they can but oftentimes having to fend for themselves.”

Kate Brennan, director of operations of NurturePA, agreed. “Early motherhood is an extremely vulnerable time,” she said. “When mothers are supported better, they are able to nurture their babies better.”

NurturePA connects mothers seeking guidance with more experienced mothers who offer practical counsel. Women who sign up for NurturePA receive weekly texts from mom volunteers on everything from

a crying baby to social isolation. In six years, 100 volunteers with the organization have served almost 800 mothers.

Merett Southall signed up for NurturePA five years ago when her third child was born. Though she was an experienced mother, she found it helpful to get texts from her mentor about activities for her children or an upcoming Mommy and Me event.

Now a mother of four who lives in Ben Avon, Ms. Southall is a volunteer who texts six mothers once a week and matches her support with their needs. For a first-time mom, Ms. Southall might send them texts about how the baby is sleeping or breastfeeding. When one mother expressed shame that she had switched from breastfeeding to the bottle, Ms. Southall reassured her that she had done that with her first child and he came out just fine.

“Even though I don’t know the person, I try to be relatable. I try to make moms feel comfortable,” she said.

That empathy continued during the stress of the coronavirus outbreak. As she received reports of children complaining of cabin fever and missing their friends, Ms. Southall suggested indoor activities such as building a fort or tunnel or car wash with everyday household items. Then one of the mothers shared her personal worries about the pandemic.

“She said her anxiety was at an all-time high now,” Ms. Southall said. “I told her I felt



the same way, and it was totally normal, and that made her feel more comfortable.”

When the mother’s anxiety spiked, Ms. Southall asked her if she considered talking to a therapist or a medical professional.

In addition to its program for new mothers, NurturePA has started a texting program for women with substance abuse issues, in partnership with POWER — Pennsylvania Organization for Women in Early Recovery. The Endowments awarded it \$50,000 for their text support program for women in recovery.

Other Endowments grantees that will receive support as part of its early childhood initiative include programs for the whole family, such as the Latino Community Center based in Downtown Pittsburgh, which will become the lead fiscal agent for the Latino Family Center in Hazelwood. The family center will hold workshops on subjects such as parenting, early childhood development and English instruction for parents.

The family center also is offering a federal home-visiting program called

ParentChild+, a bilingual effort designed to teach skills to Spanish-speaking parents that will benefit their children when they learn English later.

A child care specialist was hired in July and will begin working with families in August. Because of the pandemic, the plan is to provide initial visits in person and subsequent ones virtually, said Emily Blair, the center’s director of educational programs.

Ms. Blair, who also will serve as site coordinator for the local ParentChild+ program, is receiving guidance from the national office of ParentChild+ on how to proceed in light of the COVID-19 crisis. But she said overall the objectives of the program are the same, even if some of the methods may be different depending on how conditions progress.

“When students don’t get early childhood education or go to preschool, they often start kindergarten with a gap,” Ms. Blair said. “Our goal is to give our students a boost.”<sup>h</sup>

“

**[The mother] said her anxiety was at an all-time high now. I told her I felt the same way, and it was totally normal, and that made her feel more comfortable.”**

Merett Southall, NurturePA volunteer



Merett Southall, who uses her smartphone to text supportive advice to young mothers, shows the device to two of her children, Trey, 3, left, and Kai, 5, right.





# Balancing ACT

**Local nonprofits are providing help to families scrambling to find child care during the pandemic.**  
**By Cristina Rouvalis**

**W**ith 80 percent of the child care centers closed in Allegheny County since early spring because of the coronavirus pandemic, many parents of young children have had to rely on their relatives and become creative as they adjust to a new stressful work-home balance during the crisis.

"What we are hearing is that a lot of parents are leaning on their natural, built-in support of their families," said Cara Ciminillo, executive director of Trying Together, a nonprofit that supports and advocates for the care and education of young children.

"Some parents are just juggling their day. 'I will work in the morning while you watch the kids. You do your work in the afternoon.' The question is: How long can they do it? Especially if the economy opens up and their spouse gets called back to work."

Ms. Ciminillo described how some parents are feeling the strain of balancing work phone calls with toddlers or preschoolers who demand constant attention.

"We are hearing, 'Maybe this isn't going to work. I have two children and I work full-time and I am expected to be the teacher too, and my husband has been called back to work because he is an essential worker. How long can I do this?'"

Of the 650 regulated child care providers, about 135 were open in late April. Sixty of them were home-based. Because they are small — often with six kids or fewer — they did not have to apply to the state for waivers to stay open. Another 75 child care centers applied for waivers so they could serve essential workers in the medical, grocery and other industries that kept employees on the job.

Other child care centers that are on standby have offered to open, but they have not seen the demand.

"We were preparing for the worst of circumstances. But most people are finding their own solutions," said Amy Malen, assistant deputy director of the Office of Community Services of the Allegheny County Department of Human Services.

The county Department of Human Services, Trying Together, and the Alliance for Infants and Toddlers support the work of the Early Learning Resource Center (ELRC) for Allegheny County to help families find and pay for child care. Parents who are under 200 percent of the federal poverty level can apply for and receive child care subsidy from the ELRC, which distributes these subsidies on behalf of the state.

The ELRC can refer parents to open centers and help guide them through the process of applying for aid. Trying Together is partnering with the Allegheny County Department of Human Services and the Early Learning Resource Center, Region 5, to run Allegheny Child Care, an online search tool that enables users to look for operating child care centers and identify those with open spaces for children. The digital tool, which is still in the pilot phase, received funding support from The Heinz Endowments and other local foundations, which are part of a public-private partnership that has provided a combined total of \$500,000 to help strengthen the region's child care sector in the wake of the COVID-19 crisis. In addition to supporting the Allegheny Child Care online tool, the money allows the county's Early Childhood Education Fund to make emergency grants totaling approximately \$400,000 directly to early child care providers and education caregivers.

Trying Together also offers resources to parents on how to interact with children at home — everything from developmentally appropriate parenting to questions about health and screen time.

Ms. Ciminillo often encourages parents to do free play with their children, the least expensive and most accessible way to interact.

"One of my favorites is to dump out all your recyclables — toilet paper rolls and old milk cartons and egg cartons. Use them for loose, unstructured play," she said. "The child guides the materials and uses them in any way their imagination takes them." **h**



# Forward movement

The Heinz Endowments and the FISA Foundation have teamed up to create an initiative to expand opportunities for people with disabilities and change the narratives about them. By Elwin Green | Photos by Joshua Franzos

FISA Foundation Program Officer Shani Lasin, left, holds a microphone for Alisha Grishman, community activist and founder of Access Mob, during an audience discussion at the November summit "Disability Inclusion & Access: Moving Forward," sponsored by FISA and The Heinz Endowments.







# Darren Walker didn't come to play. >

During the “Disability Inclusion & Access: Moving Forward” summit, organized last November by The Heinz Endowments and FISA Foundation, the Ford Foundation president recited an incisive quote by the Rev. Dr. Martin Luther King Jr.:

“Philanthropy is commendable, but it should not allow the philanthropist to overlook the very injustice that makes philanthropy necessary.”

Mr. Walker, author of “From Generosity to Justice: A New Gospel of Wealth,” a book about philanthropy, spoke about the need for a more inclusive society as part of a featured interview with Endowments President Grant Oliphant. Their conversation kicked off a series of presentations at the Senator John Heinz History Center before nearly 250 representatives of grantmaking organizations, grantees and members of the disability community.

And Dr. King’s words resonated as the day progressed as speakers challenged invalid assumptions—such as that people with disabilities are to be pitied.

“You know what pity is?” Joyce Bender, of Bender Consulting, asked. “It’s arrogance. That’s what it really is... People with disabilities don’t want pity, they want paychecks.”

Josie Badger, of J Badger Consulting, and Chaz Kellem, director of the University of Pittsburgh’s student service program, PittServes, both local leaders in the disability rights movement and individuals with disabilities themselves, served as hosts of the event. Each described how foundations and nonprofits need to recognize that people with disabilities are integral to society.

Noting that one in four Americans lives with some form of disability, Ms. Badger said, “Whether you know it or not, you are serving people with disabilities.”

Mr. Kellem added that people with disabilities should not be viewed only as clients. “People with disabilities are assets, folks,” he said. “We have a lot to give.”

The “Disability Inclusion & Access” summit launched an initiative of the same name that was a result of discussions between Endowments Chief Equity Officer Carmen

Anderson and FISA Foundation Executive Director Kristy Trautmann.

“They have worked extensively in the area of disability inclusion for a long time,” Ms. Anderson said of the FISA Foundation. “When we wanted to expand our equity work to be inclusive of this area of focus, they were a natural partner for us.”

The collaboration between the two foundations moved quickly beyond that first gathering.

“From the beginning of those conversations, we knew that a one-time event would never accomplish what needed to happen,” Ms. Trautmann said.

The summit was followed by a series of five webinars in February and March, which were archived online after they were completed. The webinars, which drew 150 to 200 attendees when conducted live, focused on the nuts and bolts of accessibility, such as how to create accessible documents or make events truly welcoming for people with disabilities.

In a third phase, the Endowments and FISA awarded grants to organizations that



Darren Walker, president of the Ford Foundation, challenged nonprofit and civic leaders during the "Disability Inclusion & Access" summit at the Senator John Heinz History Center to be more inclusive of people with disabilities.

are tackling some aspect of disability inclusion and access, particularly those efforts that involve having organizations assess their current operations, and then develop and implement plans to remove barriers to people with disabilities.

But the grants, and the initiative in general, are not intended to spur the creation of new programs for people with disabilities.

"In every sector, we are serving people with all types of disabilities—oftentimes without consideration," Ms. Anderson said. "The challenge isn't a new separate area of work. The challenge is: What does it mean to be truly inclusive in the work that we are already doing? This is why the initiative started with the idea that it would be helpful as a starting point to increase awareness around basic steps we all can take in our work to be more accessible to everyone."

Regarding people with disabilities not as a separate demographic but as part of every demographic leads to the recognition that sometimes those other parts of their identities make them subject to additional marginalization.

As Thena Robinson Mock, program officer for the Communities for Just Schools

Fund, pointed out in her presentation at the summit, there's a word for that: intersectionality.

"People with disabilities are part of every other demographic group, and living with those intersecting identities results in specific experiences," Ms. Trautmann noted. "For instance, people of color with disabilities—especially invisible disabilities like autism, mental health diagnoses, intellectual disabilities, deafness—can experience increased risks when interacting with police."

C. Denise Johnson has lived her entire life at the intersection of others' biases. A 61-year-old Black woman, Ms. Johnson has been diagnosed with major depressive disorder and attention deficit hyperactivity disorder. She also has a hearing loss that resulted from untreated bronchitis and sinusitis during a period of homelessness in 2012.

Her mental health issues were undiagnosed until she attended a health fair in 2002. But it was only after her disability cost Ms. Johnson her job and her home that she received the level of help that she needed.

"I consider myself blessed to have a therapist who is a Black woman," she said.

"If your therapist shares your cultural/racial background and gender, you won't have to explain spontaneous answers to someone who may interpret something out of context."

Ms. Johnson, who now receives disability benefits and maintains a regimen of medication and therapy, speaks freely about her disability in part because she wants to see "an increased emphasis on mental health as a public health issue."

"I believe there is a direct correlation of antisocial behavior and violence with the lack of access to culturally competent diagnoses and therapeutic treatment," she added.

What does it look like when an agency or institution has moved well along in its inclusion of people with disabilities? It might look like the Children's Museum of Pittsburgh, which by its very nature, attracts a wide demographic.

"You'll have a 2-year-old and you'll have an 80-year-old sitting side by side wanting to do the same thing," said Anne Fullenkamp, the museum's senior director of design. That leads to a question that underlies all of the design decisions: "How can families come to the museum, and everyone can participate side by side, regardless of their ability?"





## ➤ The summit

**The “Disability Inclusion & Access: Moving Forward” summit, sponsored by The Heinz Endowments and the FISA Foundation, brought together community leaders, nonprofits and funders in November to explore ways their organizations could be more inclusive of people with disabilities. The event included in-person and video-recorded interviews, lectures, group discussions and networking opportunities. It also launched a new initiative of the same name jointly supported by FISA and the Endowments.**

Clockwise from top right: Nearly 250 people attended the summit at the Senator John Heinz History Center. Chaz Kellem, director of the University of Pittsburgh student services program PittServes and a program co-host, conversed with Jeanine Schultz, director of training for the PEAL Center, which works with families, youth and young adults with disabilities and special health care needs. Support animals like the dog, bottom left, were welcome at the summit. Paul O’Hanlon, chairman of the City of Pittsburgh/Allegheny County Task Force on Disability, was among the event speakers. Award-winning journalist Erin Gannon, left center, who also works for the disability services group Achieva, and Tiffany Merriman-Preston, director of development at Emmaus Community of Pittsburgh, engaged in lunch conversation during the summit. Amber Farr, top left, of the Buhl Foundation warmly hugged another event participant.

# “What it comes down to is that the Pittsburgh Cultural Trust believes that the arts are for all.”

**Vanessa Braun**, manager of employee engagement and director of accessibility, Pittsburgh Cultural Trust

Answering that question goes far beyond making sure that the museum complies with the standards of the Americans with Disabilities Act, passed in 1990. The act, Ms. Fullenkamp explained, doesn't really address the needs of people using spaces in terms of how programs and services should be delivered to them.

Designing for people with disabilities means more than ramps for wheelchairs. It means considering people with sensitivities to light and sound or people for whom touch is their primary mode of learning.

The Children's Museum uses “universal design,” a design philosophy that champions accessibility. For the creation of its MuseumLab in a former branch of the Carnegie Library of Pittsburgh, the museum partnered with the University of Buffalo's Center for Inclusive Design and Environmental Access to create a space that demonstrates universal design to such a degree that it became the first museum to receive the center's isUD (innovative solutions for Universal Design) certification.

Design elements that accommodate people with disabilities range from the macro—a floor plan that has the galleries open onto each other, with wide pathways and no fixed furniture—to the micro, such as signage rendered in a simple, clear black and white color scheme that makes it easier for the visually impaired to read.

The museum is also part of a peer access group, led by the Greater Pittsburgh Arts Council and the Pittsburgh Cultural Trust, whose members share resources for disability inclusion and access.

Examples of universal design in practice as part of these collaborations include when Pittsburgh hosted performances of “The Lion King” in 2013 and “Wicked” in 2018 that were sensory-friendly. The productions were modified to accommodate people who are sensitive to such sensory inputs as loud sounds and bright lights, and the Children's Museum was able to lend equipment for those performances.

The “Lion King” production was that show's third sensory-friendly performance in the country. Meanwhile, both the Pittsburgh Ballet Theatre and the Pittsburgh Symphony

Orchestra became the first in their categories nationally to offer sensory-friendly performances. In addition, the Trust's Children's Theater Festival, held each May, has included a sensory-friendly performance each year since 2015.

The pandemic spread of the novel coronavirus, and the resulting shutdown of non-essential businesses prevented such a performance this May, but the Trust looks forward to resuming the new tradition next year.

“What it comes down to is that the Pittsburgh Cultural Trust believes that the arts are for all,” said Vanessa Braun, the Trust's manager of employee engagement and director of accessibility.

However, for people with disabilities, the COVID-19 pandemic shutdown has exacerbated existing challenges and created new ones.

Those who rely on paid outside help to come into their home to assist with daily living tasks “are in a horrible Catch-22,” said Paul O'Hanlon, of the City-County Task Force on Disabilities.

“If they can't get the help they need, they may not be able to survive alone. Their only option would be to go into a nursing home, which is a terrible place to be in during a pandemic.”

But even in the midst of the COVID-19 crisis, Mr. O'Hanlon said, people with

disabilities have shown their resilience, organizing to support those among them who have been infected and those hospitalized. They also joined the rest of the community in accepting the challenge of learning to live much of life virtually, which hints at long-term change.

“People with disabilities who are stuck at home even when there isn't a pandemic are having a ball participating in things which they've never or haven't been able to participate in years,” he said.

In fact, on a single day—April 15—Mr. O'Hanlon received two emails about opportunities for participation by individuals with disabilities that might not have occurred pre-COVID-19. The first described how transit activists in Pittsburgh and Philadelphia had joined forces to conduct a statewide online conference call that drew 102 attendees. The second offered a menu of concerts by a variety of artists, including Twenty One Pilots and The Black Keys, all being live streamed.

“I think when we're past the social isolation phase,” Mr. O'Hanlon said, “people with disabilities will be demanding that virtual participation be kept going forward.” [h](#)





# Preserving our Democracy

BY JEFFERY FRASER

# 2020 promises to be a momentous year for American democracy. The country will elect a president. And a decennial census is being taken whose outcome influences how billions of federal dollars are shared among states and counties across the nation.

In preparation, The Heinz Endowments launched a Democracy and Civic Participation initiative last year to help coordinate and bolster support for a network of nonprofit organizations across the state working to make sure that the census count is complete, that people in marginalized communities are able to vote, and that gaping holes in the security of Pennsylvania's election system are closed.

No one imagined that events so influential to how democracy is practiced in the United States would unfold under the cloud of the worst pandemic in more than a century.

But they are. And nonprofits working with support from the Endowments initiative are positioning themselves to adapt their missions to the realities of community engagement during the COVID-19 crisis.

The stakes are high.

Complete census counts provide a more accurate demographic and economic profile of a city, county, region and state. Just as important, the amount of federal dollars that flow into a state is based in large part on census data. That affects how much is available for just about every key social safety net program, including the Supplemental Nutrition Assistance Program that helps vulnerable populations put food on their tables, affordable housing programs and Medicaid.

Pennsylvania relies on about \$39 billion in federal funds that are directly tied to the census count. For every person who goes uncounted, the state loses \$2,093 of that money a year until the next decennial census is taken in 2030.

A statewide table of nonprofits estimated that \$25 million was needed to ensure a complete count. Pennsylvania Gov. Tom Wolf was able to get General Assembly to commit only \$4 million in taxpayer dollars to the endeavor. The Endowments, the William Penn Foundation, the Bauman Foundation and others contributed with support for a nonprofit collaborative to increasing citizen participation in the census,

especially among people of color and immigrants, through efforts that explain why the census is important and how to complete it.

"We, as a philanthropy, invest in social safety net issues and social welfare. If resources coming into Pennsylvania are diminished, the demands on philanthropy increase," said Matthew Barron, the Endowments' Sustainability program officer. "We don't have the resources to do that, nor should it be philanthropy's role to do that."

Many of the nonprofits doing census work are also conducting voter registration drives focused on people of color and other residents who've long been underrepresented on registration rolls.

Pennsylvania recently enacted a series of reforms throughout its election system. For the first time, for example, Pennsylvanians are able to vote by mail without having a state-approved excuse to do so. The timing was fortuitous, given the social distancing restrictions imposed by the coronavirus pandemic. Concern over the spread of the virus forced the primary election to be rescheduled to June, and by May, nearly 1 million had applied for a mail-in ballot.

But that change has little impact on most people of color. In a majority of southwestern Pennsylvania counties, fewer than one-third of voting-aged people of color are registered to vote.

Those who do, however, can be assured that elections in Pennsylvania are more secure. U.S. intelligence agencies have gathered substantial evidence showing that cyber hacking networks linked to Russia have been using tactics to sow discontent and disrupt U.S. elections since 2016, and have probed voter registration rolls in Pennsylvania and other states.

To address these issues, this election will have several security upgrades in Pennsylvania. Among them are new electronic voting machines that are backed up by paper ballots to ensure tamper-resistant counts and close a troubling security gap identified in a risk assessment by the Institute of Cyber Law, Policy and Security at the University of Pittsburgh with funding from the Endowments.

Supporting such organizations has enabled the Endowments' Democracy and Civic Participation initiative to leverage more than \$4.6 million from national foundations and donor collaboratives to put toward census, election security and voter registration efforts.

"Having partners on the ground who are making a long-term, place-based commitment is something national donors look for," Mr. Barron said. "And we've been able to pull more resources into Pennsylvania because of it." <sup>h</sup>



NONPROFITS WORKING TO INCREASE VOTER REGISTRATION NUMBERS IN PENNSYLVANIA, ESPECIALLY FOR PEOPLE OF COLOR, ALREADY FACED CHALLENGES BEFORE THE COVID-19 PANDEMIC. BUT THE GROUPS ARE PRESSING AHEAD TO REGISTER MORE RESIDENTS AND TO CONVINCE THEM THAT THEIR VOTES COUNT.  
BY JEFFERY FRASER



# CIVIC duty

Some 900,000 people of color in Pennsylvania risk not having their voices heard this fall, when the nation elects a president, simply because they haven't registered to vote. That's a significant loss of influence in a state with a handsome bounty of 20 Electoral College votes that could help determine the outcome of a presidential election.

Pennsylvania voter registration rolls reveal wide racial disparities, with people of color and immigrants much less likely to be registered than whites.

In Allegheny County, where 70 percent of the voting-age population is registered, only 53 percent of people of color have taken that step so they can vote in November. And that, by far, is the highest percentage among southwestern Pennsylvania counties. In several, the low numbers are stunning.

Only 16 percent of voter-aged people of color in Washington County are registered. In Fayette, it's only 18 percent; in Westmoreland, it's 22 percent. And in Armstrong County, the registration rate among people of color is a paltry 6 percent, according to an analysis of U.S. Census and other data used by voter registration programs in Pennsylvania.

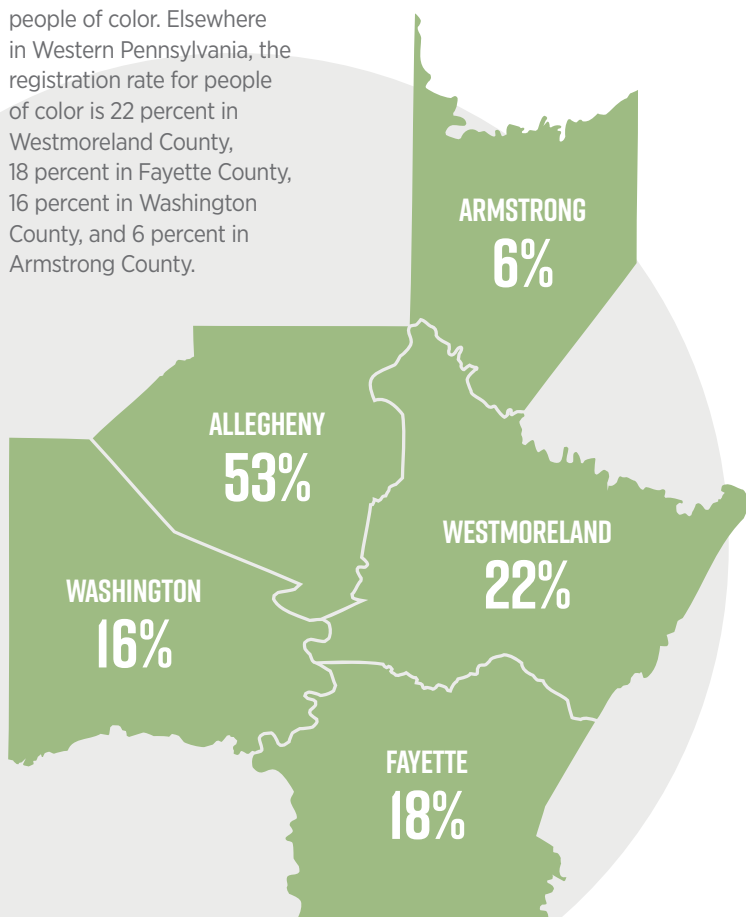
Such numbers made it clear that the nonprofits trying to boost them faced an uphill battle coming into the presidential election year. Then came the coronavirus pandemic and, with it, social distancing restrictions that raise the possibility they'll have to wage their campaigns without some of their most effective tools for engaging unregistered voters.





## RACIAL DISPARITIES

People of color and immigrants are much less likely to be registered to vote in Pennsylvania than white people. In Allegheny County, 70 percent of the voting-age population is registered compared to 53 percent of people of color. Elsewhere in Western Pennsylvania, the registration rate for people of color is 22 percent in Westmoreland County, 18 percent in Fayette County, 16 percent in Washington County, and 6 percent in Armstrong County.



Most were scrambling to adapt tactics as the rescheduled spring primary election approached. But some were buoyed, at least for the moment, by observations that the pandemic, with its tendency to hit vulnerable populations the hardest, is doing some of the work of convincing unregistered voters of the urgency of having a voice in what is unfolding.

Before COVID-19 reached U.S. shores, registering those underrepresented in Pennsylvania's voter registration rolls was conceived as a campaign relying on in-person canvassing, digital outreach and, to some

extent, mail by Pennsylvania Voice. The partnership of some three dozen community nonprofits works to expand the role of communities of color in the democratic processes and is supported by The Heinz Endowments.

The coalition's goal is to add 200,000 people of color to the registration rolls by the November general election, a still-reasonable target in a "multi-year campaign to make sure they're registered to vote at the same level as the general population," said Erin Casey, Pennsylvania Voice executive director.

One of the partners, Pittsburgh United, has done registration drives since 2012, when it was organized as a coalition of labor, faith, community and environmental organizations. As with many nonprofits, canvassing is a go-to strategy. Canvassing high-traffic places from farmers markets to college campuses allows them to reach dozens if not hundreds of people in a single day and to do so with the warmth of a friendly face, rather than a voice on the phone or the text of an email or direct-mail flyer.

"All of those in-person methods are not available to us right now and it's really tough," said Executive Director Jennifer Rafanan Kennedy. "And we don't know what the post-COVID psychology of the electorate will be.

"Will people want to open their door, even when social distancing is relaxed? Will they want to touch a tablet or clipboard? We're all trying to figure out different ways to meet people where they are."

The work also involves making sure registration data is up to date for those already on the rolls. Moving from one address to another is not uncommon among young people, low-income residents and others. Failing to update their registration to reflect those changes can lead to problems, particularly this year, when Pennsylvanians are able to vote by mail for the first time.

Recent reforms to Pennsylvania's election process have been helpful. The state, for example, adopted online voter registration in 2015. The system not only proved to be effective in helping to get underrepresented populations registered, but it led nonprofits to more aggressively use technologies, such as tablets, to register people that they expect will pay dividends this year.

"We've found that significantly more people who use tablet registration versus paper registration are added to the rolls," Ms. Casey said.

Nonprofits are able to scour robust Voter Activation Network data for unregistered voting-aged people of color and other groups, as well as their contact information. But how they use that information is changing, as they explore different non-contact strategies involving phone calls, texting, social media, mail and relationships.

One approach, which builds on the concept that people respond best to those they trust, involves recruiting those they register to urge their friends and family to register. Social media advertising encouraging people to register and directing them to instructions are planned. Virtual phone banks are being deployed.

"This momentous crisis is accelerating the creativity around reaching people in digital

spaces because we don't have other choices," Ms. Kennedy said. "And that's going to be something that informs our work in years to come."

Many organizations doing registration drives began the year helping similar populations take the 2020 Census. In some respects, their census work became a test bed for non-contact engagement strategies they hope to refine and use in their registration efforts, which, for most, accelerated after the primary election.

Some community organizations reported unexpected but encouraging developments during the pandemic, including advocacy groups doing work other than census or voter registration.

Penn Environment caught an unexpected glimmer of hope when the region was under stay-at-home orders. The advocacy organization, with support from the Endowments, is trying to mobilize young people, people of color and others to sign petitions, call or write public officials, and take other actions to help defend the environmental integrity of the state.

"More people are answering the phone," said Ashleigh Deemer, deputy director. "For years, we've seen declining rates of people answering the phone. But that's changing right now. The rate of people answering our calls is improving, and we're generating a lot of calls to legislators."

"We were nervous about that, wondering if people wanted to hear about anything other than COVID-19 right now. Would we be seen as insensitive for focusing on something that isn't that? But people seem happy to talk about something else."

Sliding the primary back to June afforded nonprofits doing voter registration drives some time to test new outreach ideas. Pennsylvania Voice members began shifting

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**I EXPECT WE'LL HEAR THE SAME WHEN DOING REGISTRATION— THAT VOTING IS A WAY FOR [PEOPLE] TO FEEL EMPOWERED AT A MOMENT WHEN MANY PEOPLE DON'T FEEL THEY HAVE MUCH POWER OVER WHAT IS HAPPENING AROUND THEM."**

**Erin Casey**

executive director, Pennsylvania Voice

to non-contact tactics in May that they hope will be pandemic-resistant, with plans to evaluate them and deploy the most effective ones during the runup to the general election.

The pandemic that is complicating voter registration drives in underrepresented communities is at the same time worsening the inequity and hardship those communities face. Nonprofits believe that realization may help inspire more people to register to vote so their voices will be heard in November.

"What we're finding through the census work is that people are understanding there are actions they can take to change outcomes over time," Ms. Casey said. "I expect we'll hear the same when doing registration — that voting is a way for them to feel empowered at a moment when many people don't feel they have much power over what is happening around them." <sup>h</sup>

“

**WILL PEOPLE WANT TO OPEN THEIR DOOR, EVEN WHEN SOCIAL DISTANCING IS RELAXED? WILL THEY WANT TO TOUCH A TABLET OR CLIPBOARD?"**

**Jennifer Rafanan Kennedy**

executive director, Pittsburgh United





# securing the vote

FAIR ELECTIONS ARE AT THE HEART OF A DEMOCRACY, WHICH IS WHY A UNIVERSITY OF PITTSBURGH INSTITUTE HAS BEEN WORKING TO PROTECT VOTING IN PENNSYLVANIA FROM COMPUTER HACKING THAT WAS ANTICIPATED AND PANDEMIC COMPLI-CATIONS THAT WEREN'T.  
BY JEFFERY FRASER

**I**n 2018, a fledgling institute at the University of Pittsburgh began exploring ways to shield the antiquated voting system in Pennsylvania against an insidious menace that David Hickton knew was lurking as the greatest threat to America's political elections. And it wasn't a virus.

As the director of the Institute for Cyber Law, Policy and Security (Pitt Cyber), Mr. Hickton was well-acquainted with the threat. When he was U.S. Attorney for the Western District of Pennsylvania from 2010 to 2016, he had pursued a Russian network of hackers known as Fancy Bear. For several years beginning in 2014, Fancy Bear attacked computers at Westinghouse, the nuclear energy company north of Pittsburgh, and other companies and organizations. Some of the hackers were later indicted as part of a sophisticated Russian cyberattack on the 2016 U.S. presidential election, and according to intelligence agencies, their strategy of disruption continues today.

Mr. Hickton knows that the Russian hackers are cunning in their tactics. Their ranks include military intelligence officers. Their track record includes sowing discord during elections in democracies throughout Europe. And they've been caught probing U.S. state and local election systems, including Pennsylvania's.

"Russia's signature for election hacking is wide, evident, specific," he said. "What they did in the United States is what they've done all over the world. They did it in the 2016 election. They did it in our congressional election in 2018, and they're armed, dangerous and doing it again in 2020."



“We have to take that as the landscape we’re given and protect ourselves.”

Pennsylvania took steps to tighten security last year, adopting election reforms that included mail-in ballots and new voting machines backed up by paper records. The measures were largely based on the recommendations of a panel of experts convened by Pitt Cyber that investigated the state’s election process and found it highly vulnerable.

The reforms were cheered as a sign of long-overdue progress in steeling Pennsylvania against an attack intended to disrupt its elections. But the coronavirus pandemic has delivered a new threat, unexpected challenges and uncertainty in a year when Pennsylvanians will elect a president and members of Congress to represent them.

Mr. Hickton described the very structure of the U.S. election system as leaving it vulnerable to cyberattack and conceding a critical advantage to skilled and determined hackers.

In Pennsylvania, for example, every election is, in essence, 67 elections, each run by local county boards of election responsible for overseeing everything from choosing voting machines to tallying the vote. Circumstances are similar in the other 49 states and more than 3,000 U.S. counties.

That leaves each to defend their elections against hacking operations directed by foreign intelligence agencies whose prowess is no match for a county election board, regardless of whether it presides in an urban center or the rural outskirts.

“It’s unreasonable to ask county election officials to deal with a nation-state threat from an adversary like Russia,” Mr. Hickton said. “But that institutional vulnerability is carried forward to this day.”

News reports on foreign hacking activities revealed how investigations in Pittsburgh were among the first to lead to a probe of the criminal cyber network that would eventually turn its attention to the nation’s elections.

The network’s strategies included spreading misinformation and inciting political and social tensions using social media platforms. Popular targets included key districts in battleground states where no candidate had a clear edge. The U.S. Senate Intelligence Committee reported in 2018 that Russian hackers probed state and local election systems in all 50 states. Special Prosecutor Robert Mueller reported the targets included technology firms that make and administer election hardware and software, including software used for voter registration and electronic polling stations.

Pennsylvania’s aging electronic voting machines were ripe for attack. Replacing them with models that add a paper record of every vote cast was at the top of the list of recommendations made by the Blue Ribbon Commission on Pennsylvania’s Election Security launched by Pitt Cyber with

support from The Heinz Endowments. Until this year, some 83 percent of voting machines in the state were only able to electronically record votes.

State law required Pennsylvania counties to upgrade in 2019 to modern machines that leave a paper trail for auditing in time for the upcoming elections. This year’s primary was to be the first test of those machines for most.

The importance of having auditable backup ballots was underscored last year, however, when Northampton County switched to new voting machines that had paper ballot backups, and a software glitch occurred in an election for county judge. At the end of the night, electronic tabulations gave one of the two front runner candidates only 164 of the 55,000 votes cast, a shocking result in a contest expected to be razor-close. Because the new machines allowed re-tabulation of the vote from backup paper ballots, the candidate who originally had 164 votes was eventually found to be the winner of the election by a slim margin.

But the risk posed by hackers is broad, imperiling the entire state election infrastructure, federal investigations conclude. “You don’t have to change tabulation of votes if you cast doubt upon the legitimacy of the process,” said Christopher Deluzio, Pitt Cyber policy director.

Voter registration is a critical part of the state election architecture. Deleting or changing data in registration rolls could affect whether people are able to vote when they show up at their polling place.

The election security commission’s recommendations included adding another layer of encryption and using multifactor identification to secure voter registration records. Accordingly, Pennsylvania’s voter registration system was being overhauled in Harrisburg as June drew to a close, but it was uncertain what precautions would be taken to harden the system against attack, though the threat was clear.

The U.S. Senate Intelligence Committee warned that Russian intelligence directed an “unprecedented level of activity” against state election systems, largely to scout for vulnerabilities. The committee report noted, for example, that in Illinois, the hackers were found to be in position to delete or change voter data had they chosen to.

“If Russia is in full possession of the voter rolls in one state, it is quite possible that you turn up to vote and your name has been wiped from the rolls,” Mr. Hickton said. “Now, you have a choice. Are you going to stand there until that’s cleared up? Are you going to go to court for permission to cast a provisional ballot? Or, are you going to go back to work? Creating disruption, creating delay, creating lack of certainty of our elections is all Russia has to do.”

The voter registration system is particularly important this year, when Pennsylvanians are for the first time able to



David Hickton, director of the Institute for Cyber Law, Policy and Security at the University of Pittsburgh, in his office at the institute, which is also known as Pitt Cyber.

## “THERE ISN’T ANY BASIS FOR A CLAIM OF WIDESPREAD, INSTITUTIONAL ELECTION FRAUD.”

**David Hickton**, director of the Institute for Cyber Law, Policy and Security

vote by mail if they don’t want to do it in person. By May, nearly 1 million had applied for ballots. And as long as the registration rolls are tamper-proof, the risk of fraud is low, Mr. Hickton explained.

“Election fraud has been alleged repeatedly over many years,” he said. “The hype around it is more extreme than the facts. Mail-in, in particular. There isn’t any basis for a claim of widespread, institutional election fraud.

“There are rogue operators on both sides of the political aisle engaged in chicanery. But on a wholesale basis, the only election interference that can be demonstrated is by the Russians.”

Mail-in ballots are expected to play a prominent role in elections held during the COVID-19 pandemic. The pandemic forced the rescheduling of the primary, and uncertainty over the trajectory of the outbreak prevents knowing what its impact will be on the November general election, when it could coincide with the seasonal flu.

Also, some of the commission’s recommendations for tightening election security in Pennsylvania remain just that. One recommendation calls for conducting post-election audits considered the gold standard in ensuring accurate vote count, and which are now possible

with the backup paper ballots from the new voting machines. Pennsylvania began pilot testing the auditing method last year, but state officials have not yet required the audits to be used in upcoming elections.

COVID-19 quickly exposed ambiguities in the state election code that leaves everyone guessing about who has the authority to declare an election emergency and postpone or suspend voting. In March, as virus cases escalated, Gov. Tom Wolf and the state general assembly negotiated a deal to move the primary to June.

“Crisis averted, in some respects,” Mr. Deluzio said. “But legislators would be wise to codify emergency power, and the limits and contours of it.”

Other contingency planning for responding to or recovering from an election crisis was still taking shape when the pandemic arrived. Much of the planning is confidential. Details are not publicly known. But there’s a good chance it will be tested in coming months. **h**





DESPITE THE COVID-19 PANDEMIC, THE U.S. CENSUS IS MOVING FORWARD, AND ITS CRUCIAL DATA WILL AFFECT MANY ASPECTS OF AMERICAN LIFE, DETERMINING HOW BILLIONS OF DOLLARS IN RESOURCES ARE ALLOCATED TO COMMUNITIES AND HOW LEGISLATIVE DISTRICTS ARE DRAWN THAT WILL GUIDE ELECTIONS. BY DONOVAN HARRELL. ILLUSTRATIONS BY GREG MABLY

# 2020 VISION

**W**hen the 2010 census data collection process began, Aweys Mwaliya and his neighbors received census questionnaires and other related paperwork in their mailboxes. But the members of the Somali Bantu community couldn't even read the paperwork, and translation services weren't available. They also didn't know what the census was for or why it was important.

"I don't think any single person in our community did them, even including myself," said Mr. Mwaliya, president of the Somali Bantu Community Association of Pittsburgh. The immigrant group, which has had a small presence in the city since 2004, also has an added disadvantage of not having its two main dialects represented on the census forms, Mr. Mwaliya explained.

However, thanks to increased outreach from the U.S. Census Bureau and nonprofit organizations, community members have become more informed about the 2020 Census and why they should participate in it, he said.

"I didn't think it was really worth it, but this year when they told us this was going to affect the funding—the federal funding of state, our local governments here—that's why people are really awake now," Mr. Mwaliya said.

The stakes are high for states as data from the 2020 Census will ultimately determine how billions of dollars in resources are allocated to communities for the next decade, and efforts are being made to press forward in the midst of the coronavirus pandemic.

"So much is riding on census data for every single one of us," said Susan Licate, a media specialist for the Philadelphia Regional Census Center, which covers Pennsylvania, Maryland, Delaware, Virginia, Ohio, Kentucky and Tennessee. "In the big picture, it's \$675 billion in federal funding that is being allocated to states."

This makes fair and accurate representation in the census data critical to each community, as it helps dictate funding for roads, bridges, infrastructure, hospitals, schools, libraries, public transportation, subsidized housing and many other



government-backed institutions. There are 55 federal programs that distribute funding based on census data, including Medicaid, the Supplemental Nutrition Assistance Program and the Children's Health Insurance Program.

Nonprofits, foundations and other philanthropic organizations also rely on census data to provide services or help guide funding. For example, nonprofits such as Meals on Wheels and the National School Lunch Program use census data to figure out which communities to serve. Universities depend on census data to determine how much federal funding is allocated for federal student financial aid and Pell grants.

These and other organizations, including The Heinz Endowments, often have to step in to make up for cuts to federal services such as food and affordable housing assistance, and gaps in census data can exacerbate the problem. This isn't sustainable in the long term, said Endowments Sustainability Program Officer Matt Barron.

"Philanthropy just can't be a substitute for the government in that way," Mr. Barron said.

#### DATA GATHERING IN A PANDEMIC

**T**he decennial census is a nonpartisan, constitutional mandate that has been conducted every 10 years since 1790. Census Day, when the bureau determines where and how to count citizens, falls on April 1.

In March, households received an invitation to respond to the census online, by mail or by phone as part of the early self-response phase. These submission methods were available through July 31, the last day to submit information. After the early self-response phase, two postcard reminders were sent to households that hadn't responded. If a household hadn't participated by early April, a traditional paper form of the census questionnaire should have been mailed to the household for a response.

Under normal circumstances, an enumerator, or census taker, would have visited a household to conduct interviews in a week to 10 days after a household hadn't responded to the other methods. If the census taker was unable to speak to someone in person, the bureau then would have shifted to a

nonresponse follow-up phase that lasted into the late spring and early summer and included phone calls.

Census takers are bound by a lifetime oath to not reveal personal information, and the bureau only releases statistics to interested government entities, Ms. Licate said. As a result, census takers declined to comment on their specific experiences, citing the oath.

The 2020 Census marks the first time an online method has been made available for early responses. While the telephone census-taking tool offers language guidance in 12 languages, the online process accommodates 59 languages, TTY and American Sign Language. However, even with this increased accessibility, some immigrant communities, including the Somali Bantu in Pittsburgh, still have to rely on their English-speaking, bilingual children.

The bureau has had to lean on its online and phone tools even more because of the coronavirus pandemic. On March 15, the U.S. Census Bureau announced the first in a series of operational changes. It delayed its Mobile Questionnaire Assistance Program from March 30 to April 13. The early nonresponse follow-up operation was also delayed from April 9 to April 23.

On March 26, the Census Bureau suspended in-person interviews for ongoing surveys and eliminated personal visits. Instead, census field workers were directed to call survey participants and gather the information by phone.

Even without a pandemic, census takers can still run into several issues when collecting

data, including digital illiteracy, lack of broadband access, language barriers and general anxiety about what the information is used for and who can access it, said Jo Lin, reflective democracy director for Pennsylvania Voice. This is especially true for immigrant communities fearful of personal information reaching Immigration and Customs Enforcement, the Department of Homeland Security or Child Protective Services.

According to Census Bureau data from the 2017 American Community Survey, approximately 5.74 percent of Allegheny County's roughly 1.22 million population, or more than 70,000 people, were recorded as foreign-born. This is why organizations like Pennsylvania Voice, a coalition of more than 30 nonprofit organizations from across the state, work to increase civic participation, Ms. Lin said, especially among historically underrepresented communities, including immigrants, communities of color and children under the age of 18.

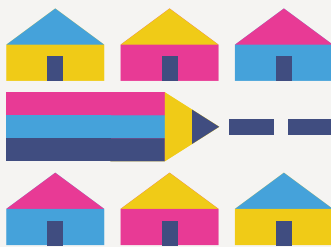
Pennsylvania Voice's project Keystone Counts was created to specifically help nonprofits contribute to a fair and accurate count. The project is made up of more than 90 grassroots organizations, which Pennsylvania Voice helps in devising community engagement strategies that include door canvassing, text banking and phone banking. These organizations have already reached out to different communities multiple times through door-knocking, phone calls, text messages and pledge cards to inform the people about the importance of the census and foster more participation, Ms. Lin said.

**EVEN WITHOUT A PANDEMIC, CENSUS TAKERS CAN STILL RUN INTO SEVERAL ISSUES WHEN COLLECTING DATA, INCLUDING DIGITAL ILLITERACY, LACK OF BROADBAND ACCESS, LANGUAGE BARRIERS AND GENERAL ANXIETY ABOUT WHAT THE INFORMATION IS USED FOR AND WHO CAN ACCESS IT.**

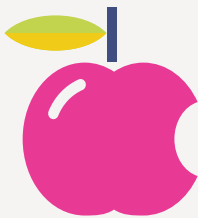
## WHY THE CENSUS MATTERS



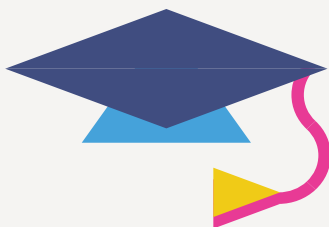
The census determines how \$675 billion in federal funding is allocated annually to states.



The census also provides data for the federally mandated process of redrawing election maps.



Nonprofits such as Meals on Wheels use census data to determine where their services are needed.



Census data determines how much federal funding is allocated for federal student financial aid and Pell grants.

“These are civic engagement best practices that some of the organizations in our coalition are actually experts at as part of their mission of community organizing and coordinated civic engagement programming,” Ms. Lin said.

Some groups, like Casa San Jose, a Pittsburgh-based Latino community resource center, run voter registration and offer legal resources, immigration outreach and education, and cultural events. These experiences can also help when it comes to census advocacy, Ms. Lin added.

“Many of these communities live in fear and distrust of the government, which is why historically they haven’t chosen to self-respond to the census,” she said. “We really see nonprofits as being able to bridge the gap of this fear and distrust and have community members actually feel empowered and choose to fill out those applications.”

To further combat this suspicion of government, the Census Bureau also has worked to engage trusted community members, including church leaders and community organizations, through its more than 1,600 partnership specialists throughout the country. The bureau and its partners worked to target underrepresented groups, especially immigrant communities, through outreach and awareness sessions, said Ms. Licate of the Philadelphia Regional Census Center.

“There’s an old saying that says, ‘money doesn’t follow the needy, the money follows the count,’” she said. “And that is so true when we’re talking about foundations and other supporters of a community.”

### CENSUS IMPACT ON

**C**ensus data also is used at the federal level to allocate congressional seats. Pennsylvania has 18 seats based on its population, and David Thornburgh, president and CEO of the election reform nonprofit Committee of Seventy, believes the commonwealth is on track to lose a seat because of recent population shifts.

For communities that aren’t growing, such as struggling small towns, boroughs and post-industrial steel towns, the census raises the stakes, explained Mr. Thornburgh, who also served last year as chair of Gov.

Tom Wolf’s Pennsylvania Redistricting Reform Commission, which worked to draft a plan for redistricting reform.

“When you’re losing population, it’s all the more important that you count everybody because that will determine the allocation of resources and political representation,” Mr. Thornburgh said.

The census also provides data for the federally mandated process of redrawing election maps. This process is handled at the state level, and its effects trickle down to legislative maps and city district council offices, he said.

This fact is one of the lesser-known aspects of the census, Ms. Lin said. It has the power to help address structural, systemic inequalities in the U.S. that have occurred because of how election maps have been drawn, which is why she and other nonprofits are passionate about making sure the count is fair and accurate.

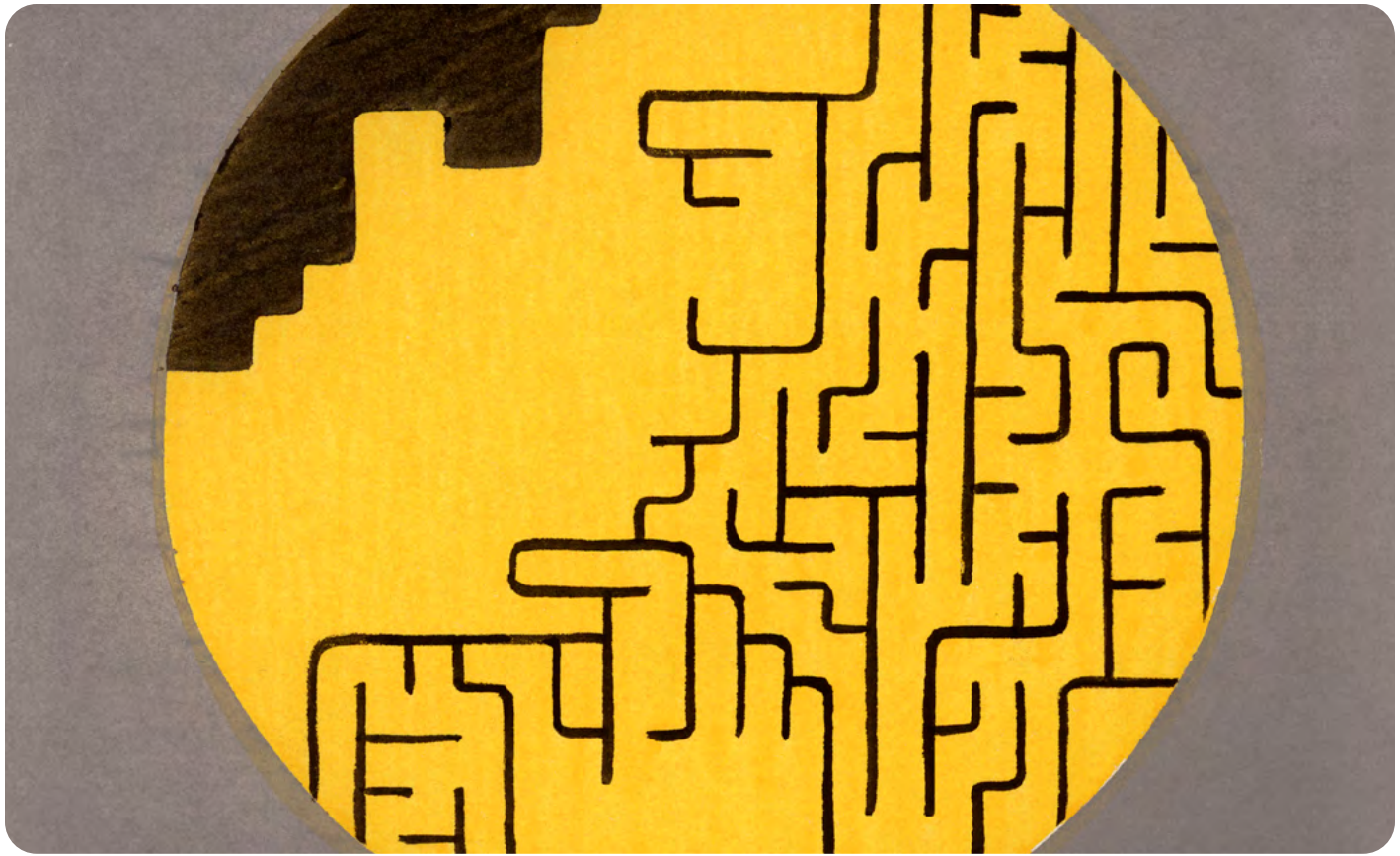
Legislative maps can and have been manipulated through gerrymandering when politicians design their maps to select specific populations of voters. Historically, this has led to highly partisan maps being drawn to exclude minority groups, leading to a misallocation of resources in favor of predominantly white communities.

“[Gerrymandering] can be used to distort and damage the political process to make essentially some votes count more than others,” Mr. Thornburgh said. “It’s been used to limit the representation of minority groups, particularly African American groups, over the years. There’s lots not to like about gerrymandering.”

To combat gerrymandering and other issues related to fair representation, the Committee of Seventy has worked to improve citizen engagement and transparency for the census and map-drawing processes. One of the organization’s main missions is to ensure that maps drawn based on the census are done fairly with minimum conflicts of interest.

“I’d suggest that [the census]’ impact on representation is at least as important if not more important than the allocation of dollars because it gets to very fundamental issues about how we structure our local democracy,” Mr. Thornburgh said. [h](#)





# PATHWAY TO THE FUTURE

A new education initiative promises to help prepare high school students for their futures in the workplace and society.

By TyLisa C. Johnson

**A**t the end of February, Paul Spradley stepped through the doors of the Consortium for Public Education eager to begin his new role as project co-manager for one of the consortium's latest endeavors.

He had been asked to collaborate with Christy Kuehn, consortium project director for an upcoming — and by some measures groundbreaking — pilot program funded by partner The Heinz Endowments to help students cultivate the skills, attitudes and values needed for both promising careers and contributing to the well-being of their communities.

The Endowments had announced on Feb. 5 an initial \$700,000 investment to launch the Pittsburgh Readiness Institute and its first program, the Pittsburgh Readiness Lab, with the goal of helping local youth meet the burgeoning demands of a competitive and changing workforce and society. The investment would cover various resources and program costs, including any leased space, technology for student projects, stipends, and transportation to site visits, along with salaries for teachers and facilitators, and an evaluation of the pilot lab project.

Dr. Kuehn and Dr. Spradley were initially planning for a six-week program for about 45 students starting in late June. The students were going to work in groups at the Energy Innovation Center in Pittsburgh's Hill District with

the help of industry professionals, community partners and teachers to develop creative solutions to real community-wide issues.

The co-leaders of the program sought partners and began building out a project-based learning curriculum, with a “learner-centered” approach. Students were expected to be nominated to the program by their schools or one of the many rural, urban or suburban education program partners across Allegheny County.

The two were “really trying to build a meaningful experience for the students,” said Dr. Spradley, who recently left the consortium to become assistant vice president of Diversity, Inclusion and Equity at Dollar Bank.

But all this was weeks before the COVID-19 outbreak dramatically altered the lives of millions of Americans, changing their sense of normalcy for the foreseeable future. Because of the statewide shutdown of nonessential businesses in the spring and the push for social distancing, Dr. Kuehn and Dr. Spradley had to re-evaluate how to create an interactive student experience while keeping them healthy and safe.

As it stands, plans call for hosting a Future Ready Kickoff event with participating districts when local schools reconvene in the fall. After that, the program will include project-based learning during the school day, user-friendly design activities, school–industry exchanges, and face-to-face and virtual internships either bi-weekly or monthly throughout the academic year.

When the Endowments announced the program in February, it was described as possibly the first of its kind because it would be unique in offering an out-of-school-time training program focused on developing students’ skills, attitudes and values to become what organizers call “community- and future-ready.” Many other programs address just one or two of these objectives.

The Pittsburgh Readiness Institute also is designed to respond to various needs of the community, industry and education, said Stan Thompson, the Endowments’ senior program director for Education and the institute’s executive director.

While schools and out-of-school learning programs are struggling to prepare students for an unknown future, research shows employers are facing shortages as they search for qualified employees to meet emerging needs, Dr. Thompson said. The institute’s approach was based on research, including the 2016 report “Inflection Point” commissioned by the Allegheny Conference on Community Development, that predicted an 80,000-worker shortage in the 10-county southwestern

Pennsylvania region by 2025, he explained. The pilot program is a direct response to these challenges.

Students leaving high school have choices for the direction of their future, but “when you have limited exposures, you make limited plans,” said Consortium for Public Education Executive Director Mary Kay Babyak.

Dr. Spradley and Dr. Kuehn spent many days thinking about this as they developed a program and envisioned a learning environment that would address the Readiness Lab’s larger mission: engaging Allegheny County youth to help them to become self-assured, civically engaged citizens of

## THE PROGRAM IS DESIGNED TO ASSIST STUDENTS OF DIVERSE BACKGROUNDS IN LEARNING TO MAKE PLANS FOR THEIR LIVES BY EXPOSING THEM TO NEW ENVIRONMENTS, PEOPLE AND INDUSTRIES.

tomorrow, ready to join the workforce and find solutions to problems their world faces.

“We want this to be an experience that is transformative for them,” Dr. Kuehn said.

The program is designed to assist students of diverse backgrounds in learning to make plans for their lives by exposing them to new environments, people and industries; showing them how to find the resources needed to take them where they want to go; and teaching them to be civically engaged as they do it.

On another level, “this is an opportunity for students to really get to know themselves in a much larger context,” Dr. Thompson said. “Students will be able to use the program to address deeper questions about themselves, such as: Who am I? Who do I want to become? How do I get there? What do I need to do to keep growing? How do I give back to my community?”

In addition to being thrust into new environments and learning new skills, students in the program will be taught how to work with people completely different from themselves. They will work on things such as creating a digital portfolio of their major projects and building a network of industry and community mentors and leaders. The goal is for the students to experience both internal and external growth.

Ultimately, Dr. Thompson said, the program hopes to give “the learner—the student—the opportunity to really thrive in their respective communities and in the roles that they hope to play in society.” **h**



**“PASERVES UNDERSTANDS THAT VETERANS FACE A MULTITUDE OF ISSUES EVERY DAY AND ARE, IN A SENSE, FIGHTING A MULTI-FRONT WAR.”**

Cpl. Deidra Hubay

Standing on the campus of Duquesne University where she is a student, Deidra Hubay, a former corporal in the Marines, credits PAServes with helping her find resources that have been useful in her transition to civilian life.



# SERVING THOSE WHO SERVED

THE PASERVES NETWORK HAS AN IMPRESSIVE TRACK RECORD OF CONNECTING VETERANS AND THEIR FAMILIES TO NEEDED LOCAL RESOURCES THAT IS NOW BEING TESTED BY THE IMPACT OF THE COVID-19 PANDEMIC.  
BY MARK KRAMER

★★

While stationed at Camp Pendleton in southern California, Cpl. Deidra Hubay so effectively managed \$12 million worth of equipment that the Marine Corps recognized her capable leadership with an award. But when Ms. Hubay was honorably discharged in 2018 and returned home to Pittsburgh, she struggled to translate that capable, recognized leadership and good service into her next career.

She didn't know how to write a resume. She wasn't sure how to effectively study for classes she'd begun at Duquesne University. She also found it daunting to assess the many organizations serving military veterans — more than 40,000 nationally, according to a report by the Center for a New American Security. Then, in search of information on tax deferments available to disabled vets, she spent six weeks trying to reach the right contact at the federal Department of Veterans Affairs. No one got back to her.

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Mark Kramer is a Pittsburgh-based freelance writer. His last story for *h ran* in Issue 1, 2019, and looked at efforts to address environmental issues in Hazelwood to help the neighborhood and its residents become healthier.



Fortunately, Ms. Hubay met PAServes Program Administrator Matt Gryskewicz through an orientation for veterans that her school hosted, and he followed up with her by email to see what she might need. They met again at Suit Up for Success, a collaborative event that provides veterans with employment mentoring, benefits information and professional work attire. Together, Ms. Hubay and Mr. Gryskewicz navigated the right channels at Veterans Affairs.

PAServes and its sponsored activities also have helped Ms. Hubay secure a three-month internship, network with potential employers, and access other resources as she continues her coursework, with hopes of eventually completing a master's degree in business administration.

She appreciates the support. "PAServes understands that veterans face a multitude of issues every day and are, in a sense, fighting a multi-front war," she said. "PAServes looks at the veteran as a whole and helps define what needs are most essential to you as an individual veteran and connects you to the best resources for your specific needs."

This coordination of services is exactly what PAServes has been doing effectively since its inception in 2015 to support Western Pennsylvania military veterans, service members and their families. As a single-point-of-entry support network, it connects vets and their family members to the resources of local nonprofits, including service providers, universities and government agencies. The program has handled 16,405 requests for assistance since 2015.

The network also experienced a recent "explosion" of inquiries from beyond its usual target area of Allegheny, Westmoreland and Butler counties, according to Mr. Gryskewicz. And now it is supporting vets dealing with the effects of the COVID-19 pandemic by helping to connect them to a range of services.

**P**AServes is the second-largest program among 17 similar networks across the United States working under the umbrella organization AmericaServes, a community-based care coordination initiative created by the Institute for Veterans and Military Families (IVMF) at Syracuse University. PAServes, which is hosted at the community health and wellness provider Pittsburgh Mercy, consistently resolves more requests for help than any other IVMF network.

Since it began, PAServes has helped 5,926 veterans navigate and obtain resources. Their greatest needs have included clothing and household goods, housing, employment and assistance navigating military benefits.

In Mr. Gryskewicz's view, the uptick over the last year in service provision has been in part because he and other PAServes staff—four full-time and two part-time, all of whom are vets themselves—have learned to detect what they refer to as "co-occurrences."

Through deliberate yet casual conversations, staff listen for "flags revealing a need for additional support," he said, indicators that needs go well beyond the concern that initially brings a veteran to PAServes. For example, there are veterans who may say they need help paying utility bills. Instead of simply directing those clients to an emergency relief fund, PAServes staff talk with them about the matrix of factors and obstacles that might be causing them need to seek assistance in the first place, such as unemployment, poor health or other strains on income.

Megan Andros, a senior program officer at The Heinz Endowments, which supports PAServes, noted that during the program's early years, "We weren't totally respecting the social determinants of health."

Now, PAServes staff are helping clients make an average of 20 percent more requests for services per person, compared to last year, thereby enabling individual veterans to address more problem areas. In addition to the Endowments, other major funders of PAServes include the DSF Charitable Foundation and Hillman Family Foundations.

Ms. Andros also attributed the program's success to better messaging about how PAServes can help vets prevent crises from occurring in the first place. "We want folks to reach out early," she said. "PAServes is not a crisis network."

Navy member Jeff Shane contacted PAServes for help, even though he doesn't finish with his service duty until the end of 2020. He learned about the network while participating in a TAP class (Transition Assistance Program), provided by the military. A serviceman for 14 years, Mr. Shane began working in aviation maintenance, logistics and supply chain, and has deployed twice, but more recently he's been based in Pittsburgh where he recruits new sailors.

In preparation for what he hopes will be a comparable supply chain position—possibly in inventory or transportation—after completing his naval service at the end of this year, Mr. Shane determined that he needed to earn credentials as a Certified Supply Chain Professional. Unfortunately, he wasn't able to afford the associated fees, so he reached out to PAServes. The organization was able to connect Mr. Shane to resources that will cover a portion of those costs.

"I could not afford to be on par with my civilian counterparts without their help," Mr. Shane said. He added that he plans on reaching out to PAServes again soon as he translates his military skills and "military speak" into civilian life.

## BY THE NUMBERS

# 85

PAServes–Greater Pittsburgh has become the most successful in the national AmericaServes network in several key metrics, such as having **85 percent** of referrals to providers resolved favorably for current and former servicemen, servicewomen, and military families seeking help. This compares with an average successful resolution rate of 74 percent among AmericaServes' 17 member organizations across the country.

# 79

The volume of requests for services increased **79 percent** from 2,974 in 2018 to 5,309 in 2019.

PAServes has fielded more than **16,000** requests since it's inception.

# 16K

# 116,650

PAServes–Greater Pittsburgh covers a population of nearly **116,650** veterans, as well as currently serving military members and their families, in Allegheny, Butler, and Westmoreland counties.

Mr. Gryskewicz said PAServes' success in helping veterans find housing, jobs and other assistance is also the result of building the strong relationships and rapport necessary for helping vets explore those needs in the first place, as staff have with Ms. Hubay and Mr. Shane.

"A lot of military don't want to ask for help because they think they can solve these problems by themselves," Ms. Hubay pointed out. "That's what we were taught in the military—to solve problems and to adapt."

It helps that all PAServes staff are vets themselves who can relate to other veterans, especially as they transition to civilian life, Mr. Gryskewicz said.

Vets generally make initial contact with PAServes through events, an online form, a service provider referral or a visit to the agency's office. In conversation with PAServes staff, these prospective clients share about their background, military service and current circumstances.

The good relationships extend to service providers as well. PAServes acts as a hub-and-spoke model, Mr. Gryskewicz said. As the hub, PAServes draws together service providers relationally as spokes. He noted that PAServes staff know key individuals at partnering providers, and they collaborate regularly.

Crystal McFadden is program manager for Corporate America Supports You (CASY), a career readiness and job placement program for veterans. PAServes staff have "taken time to intentionally get to know service providers," she said. "They research provider services and successes in order to make the best possible referral the first time." PAServes enables providers to coordinate with one another as well, she added.

The coronavirus pandemic has caused a significant increase in the number of vets contacting PAServes, Mr. Gryskewicz said, foremost for help with food and transportation, as well as clothing, hygiene and cleaning supplies, and financial assistance through veterans' temporary assistance programs.

Additionally, while Mr. Gryskewicz has heard from vets who "want to volunteer any way they can," he has also seen a much higher need for mental health services as even the most prepared veterans struggle with isolation. Further, the co-occurrence of anxiety and depression alongside insecurity in practical needs can exacerbate problems.

Still, PAServes' referrals have focused foremost on helping vets meet material needs before making mental health referrals. "Many individuals can't see beyond their current insecurity issue," he said. From the beginning of the COVID-19 pandemic to July 17, PAServes fielded 2,477 service referrals. Concerns related to the pandemic accounted for 72 percent of them.



Lisa Murray is IVMF program manager for community services and an Army veteran. In explaining the 17 AmericaServes networks' efforts to address current needs among vets, she said that each community has been affected differently by COVID-19, and, as a result, each network's response has varied in intensity.

AmericaServes networks had already been relying upon coordination center staff who work remotely, she said, so they have abided by stay-at-home orders while remaining fully operational. Some networks have seen a significant number of partnering organizations stop operations, while others are receiving additional funds for support. The AmericaServes team is "working to determine how to best prepare for client needs when communities begin to reopen and recovery starts," Ms. Murray said.

Gilly Cantor, IVMF program evaluation manager, is collecting data on the member networks' coronavirus response so that the organization can monitor trends and recovery from the pandemic impacts, including qualitative examples of how networks are responding and quantitative data within the software platform showing requests related to COVID-19.

"Together," she said, "this information will paint a picture of how needs are changing, and how communities and organizations are adapting in response."

Tracking current responses to the coronavirus highlights just how important data collection has been to PAServes and other IVMF programs, which are analyzing everything from

accuracy of referrals to time between referral and service provider response. PAServes has been able to match referrals to providers within an average of 4.23 days (including weekend days), and for some services the match has been even quicker, such as about one day for clothing and household needs.

Housing referrals have required an average of about 12 days. Meanwhile, 85 percent of all PAServes referrals are resolved favorably, the highest such mark among IVMF networks.

Ms. McFadden emphasized the value of tracking data and the accountability that it provides: "If we didn't track those things, we wouldn't know how to improve... The stronger [PAServes'] providers are, the better they can do their job, because we depend upon one another."

"Data PAServes has collected has helped providers identify the things they do really well and the things they should defer to other organizations to tackle," Ms. Andros noted.

PAServes staff record information from vets and arrange referrals through a private online system that allows service partners to exchange information and track their own actions in response to referrals and clients.

Looking forward, Mr. Gyskewicz is hoping to strengthen working relationships with the Department of Veterans Affairs in order to ensure that all vets are getting the assistance they need, whether through the VA services for which vets are eligible or through other means. Meanwhile, Ms. Cantor championed recent efforts in the Pennsylvania state legislature to improve government-sponsored coordination of care.

Ms. Andros emphasized that PAServes' hub-and-spoke model could be applied in other contexts. For example, as formerly incarcerated individuals reintegrate into society, they, too, would likely benefit from help navigating the matrix of services and organizations that address the needs of people who have been released from jail or prison that also include issues such as employment, housing and mental health.

"Navigation is not just an issue for military veterans," she said. **h**

**"THE STRONGER  
[PASERVES'] PROVIDERS  
ARE, THE BETTER THEY  
CAN DO THEIR JOB,  
BECAUSE WE DEPEND  
UPON ONE ANOTHER."**

Crystal McFadden, program manager, Corporate America Supports You

**A**n April food distribution organized by the Greater Pittsburgh Community FoodBank, shown below, was one of many now-familiar scenes from a year marked by the COVID-19 pandemic that has cost the lives of hundreds of thousands and global racial justice protests sparked by the killings of African Americans by police or vigilantes. As the stories in this issue of here&there demonstrate, it has been impossible for the work of The Heinz Endowments, its partners and its grantees to not be affected by these world events — and it has been impossible for us not to respond.



Joshua Franzos

## PANDEMIC RESPONSE

**Front-line Support** The Heinz Endowments awarded more than \$11 million to front-line organizations working during the pandemic to relieve hardship among families and individuals and to provide health safeguards for residents, local workers and medical staff. The grants have covered a range of needs, including support for child care and education, policies addressing public health impacts, arts organizations and artists who lost audience revenue, and various outreach programs and services.

## Emergency Collaboration

Four Pittsburgh-area foundations — the Endowments and the Henry L. Hillman, Richard King Mellon and Pittsburgh foundations — along with the United Way of Southwestern Pennsylvania, created the Emergency Action Fund to assist the region's most vulnerable residents who faced immediate threats to their health or livelihoods. The foundations seeded the fund housed at The Pittsburgh Foundation with \$1 million each. The United Way offered its 2-1-1 Help Line and food distribution systems to help connect people to services. By July, the fund had raised \$9 million and awarded 313 grants to support nonprofits, government agencies and health care providers helping residents through the COVID-19 crisis.

## Grantee Response Examples

Reflecting the variety of organizations that received funding from the Endowments and other foundations for emergency response to pandemic are the following:

**The Allegheny Health Network**, with support from the Endowments and the Henry L. Hillman Foundation, created a mobile coronavirus testing clinic for underserved local communities. Patients are accepted who experience symptoms consistent with the virus, such as fever, cough and shortness of breath, or had contact with someone with a confirmed COVID-19 diagnosis, but a physician's order is not required. An appointment is necessary, however.

**Farm to Table Buy Local**, which promotes food produced in Western Pennsylvania, is working with local farms, dairies and distributors to deliver boxes of fresh food to public housing residents, food banks and pantries, and other nonprofits. Similarly, 412 Food Rescue, the largest volunteer-led food transport network in the nation, has expanded its mission to delivering food to people who are home-bound and unable to get to food support from other organizations. Previously it focused on delivering to food pantries and charities good but unsellable food from grocery stores and restaurants that would otherwise be wasted.

**The POISE Foundation** launched the Critical Community Needs Fund to provide emergency support during the pandemic to small and mid-sized organizations that serve Black residents and that could be overlooked by government aid programs and larger funds. The POISE fund was seeded by the Endowments and the Richard King Mellon Foundation.

## EQUITY AND JUSTICE

**Speaking Out** Social justice protests sparked by the killings of African Americans by police and vigilantes included one by Pittsburgh Public Schools staff, below, that started on June 8 at 8:46 a.m. to signify the 8 minutes and 46 seconds that George Floyd suffered while a Minneapolis police officer pressed his knee on Mr. Floyd's neck. The Heinz Endowments was among several local and national organizations that posted website statements decrying the killing of Mr. Floyd and others. In "Standing Our Ground for Justice," the Endowments called for an end to systemic racism and the harm it has caused Black people and other individuals of color. Also, Endowments President Grant Oliphant penned several blog posts about the need for empathy, justice and equity concerning the pandemic response, the killings of Black individuals and the ensuing uprising, and the controversial move by the Pittsburgh Post-Gazette to bar two Black journalists from covering protests.

Joshua Franzos



**Promoting Equity** In May, the Endowments awarded grants totaling \$6.7 million to advance equity across southwestern Pennsylvania, including more than \$2.3 million to support local criminal justice reform. The criminal justice grants were part of the Endowments' three-year, \$10 million reform initiative called the Restoration Project. The other \$4.4 million focused on building capacity and leadership among nonprofits and the broader community to tackle a range of equity issues.




**Confronting Media Bias** The Heinz Endowments released a report in April that found that the majority of local news stories about Black people in the Pittsburgh region focus on crime and sports — a result similar to one reached in a 2011 Endowments-funded analysis of media coverage of Black men and boys. Among the conclusions in "Portrayal and Perception II: Content Analysis of Pittsburgh Media Coverage of African Americans" was that the limited focus in local media coverage indicated implicit racial bias, which news organizations should address through efforts such as learning from Black news outlets about the different types of narratives that could be told about Black people.



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ALL THINGS EQUAL. | PAGE 10



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