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THE MAGAZINE OF  
THE HEINZ ENDOWMENTS

Issue 1 2021

## CELEBRATING AMERICA'S CULTURAL TREASURES: HOW A NATIONAL INITIATIVE IS ELEVATING LOCAL CULTURAL LEGACIES

ISSUE 1 2021

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The Heinz Endowments is among the regional foundation partners participating in the Ford Foundation's America's Cultural Treasures initiative. The innovative effort in arts funding focuses on providing significant support to arts groups representing historically marginalized populations.

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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** The violinist illustration on the cover by Kagan McCleod represents the artistic groups who will receive new attention and investment through the Pittsburgh's Cultural Treasures initiative.



# PITTSBURGH'S CULTURAL TREASURES



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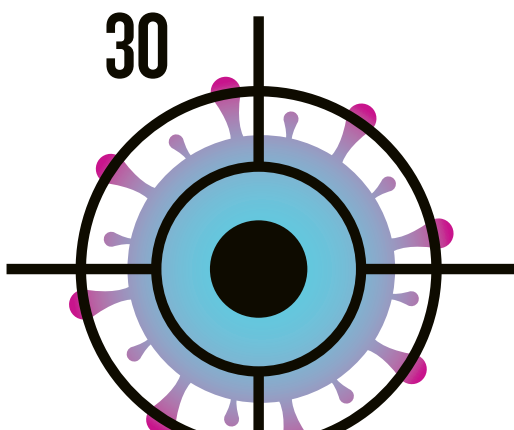
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# HIDDEN Treasures

**The Heinz Endowments has joined a national “cultural treasures” initiative created by the Ford Foundation to elevate and celebrate the talent, innovation and contributions of arts organizations representing historically marginalized populations—and to back up the praise with cash investment.**  
**By Elwin Green**  
**Illustrated portraits by Kagan McLeod**

## Beginning the search

**L**ast summer, Ford Foundation President Darren Walker found himself between a rock and a hard place. The rapid contraction of the economy had left many of the nonprofit organizations that relied on Ford’s support gasping for air and in danger of being forced to close their doors. They needed relief and quickly.

At the same time, the foundation’s own endowment had already shrunk and was still subject to whatever financial market shocks might be around the next bend. It was not a good time to make previously unplanned expenditures.

“We were in an unprecedented moment and had to think innovatively and creatively and disruptively as to how we could respond to the moment of COVID-19 and the moment of a racial reckoning in America that was unprecedented in my lifetime,” Mr. Walker said.

“We needed to raise more capital, and we couldn’t take it out of our endowment because at the time our endowment was down

15 percent. It would not have been smart to start selling out of the endowment at that time.”

So, he did some innovative, creative and disruptive thinking, and came up with an idea: Borrow money to give it away.

The idea became a plan, and in June last year, the foundation, one of America’s largest charitable organizations, took a page from the playbook of for-profit corporations, and issued \$1 billion in bonds—\$300 million worth set to mature in 30 years, and the remainder to mature in 50 years.

It was the first time that any foundation had issued a “social bond”—a bond requiring that the money raised would be used for social good—to the for-profit market.

But this story is not about the Ford Foundation making history last summer. It is about the history yet to be made with part of that \$1 billion.

The bond offering “made possible an idea that had been simmering in my head for some time,” Mr. Walker said—namely, to change the foundation’s paradigm for funding arts organizations.



“I’ve always lamented the fact that we talk about our cultural treasures and often left out are organizations that are Black, indigenous and people of color — culturally specific — and also led by people of color.”

**Darren Walker**, President, Ford Foundation

In September, the Ford Foundation announced a new program for doing that: America's Cultural Treasures.

America's Cultural Treasures changes the paradigm for arts funding in two ways, and it is a response to long-standing challenges in the arts community that have been exacerbated by the pandemic. First, it focuses on providing support to arts organizations representing historically marginalized populations: African-American, Latinx, Asian and Indigenous communities.

"I've always lamented the fact that we talk about our cultural treasures and often left out are organizations that are Black, indigenous and people of color—culturally specific—and also led by people of color," Mr. Walker said. "What are often discussed in cultural circles as our treasures... are the larger, legacy cultural organizations. In fact, we have many treasures that represent the experiences of African American people, or Asian American, Pacific Islander people, et cetera."

Second, the paradigm shift focuses on long-term support through a matching-grant approach that includes other foundations rather than the project-based or short-term

support of one year or less that has been the more traditional form of funding.

"We recognize that general operating support is the rarest and yet the most important capital a nonprofit can receive," Mr. Walker said. "It's our position that for too long we have project-supported to death our grantees. So, the reason that the match is a general support match is that we want these organizations to have the opportunity to deploy the capital flexibly, based on their needs."

#### Enlisting the teams

The program is divided into two segments, national and regional. For the national portion, Ford put up \$80 million of the proceeds from the bond sale to support a select group of arts organizations that were deemed national cultural treasures. Almost immediately, a host of other foundations joined in with matching grants to bring the total to \$165 million.

For the Regional Cultural Treasures program, Ford has announced partnerships with 10 local foundations in seven cities to support organizations in their regions. In each region, Ford is contributing \$5 million to be matched by its regional partner.

For the Pittsburgh region, the foundation tapped The Heinz Endowments to be its partner. Arts & Culture Program Officer Shaunda McDill and Creativity Vice President Janet Sarbaugh are leading the development of a program for distributing \$10 million to local Black arts organizations over the next four years.

Nine other foundations were on board at the program's launch: the Barr Foundation (Boston), Getty Foundation (Los Angeles), Houston Endowment (Houston), John D. & Catherine T. MacArthur Foundation (Chicago), Joyce Foundation (Chicago), McKnight Foundation (Minneapolis), The Ralph M. Parsons Foundation (Los Angeles), Terra Foundation for American Art (Chicago) and William Penn Foundation (Philadelphia).

At the Endowments, the focus is consistent with the years-long work of supporting Black artists and arts organizations through its Advancing Black Arts in Pittsburgh program, Ms. McDill said, and can help the Endowments explore ways to expand its support of work by other artists of color in the future.

For the new initiative, Ms. Sarbaugh and Ms. McDill have opened up the term

## 10 Foundations: 1 mission

The regional component of the America's Cultural Treasures initiative created by the Ford Foundation includes partnerships with 10 foundations in seven cities. Ford has awarded \$5 million in matching funds to each regional partner, who has been tasked with celebrating local arts organizations that represent historically marginalized groups while providing them with critical support. The participating foundations are:

- 1 **Los Angeles, CA**  
Getty Foundation  
The Ralph M. Parsons Foundation
- 2 **Minneapolis, MN**  
McKnight Foundation
- 3 **Houston, TX**  
Houston Endowment
- 4 **Chicago, IL**  
John D. & Catherine T. MacArthur Foundation  
Joyce Foundation  
Terra Foundation for American Art
- 5 **Pittsburgh, PA**  
The Heinz Endowments
- 6 **Philadelphia, PA**  
William Penn Foundation
- 7 **Boston, MA**  
Barr Foundation



# PITTSBURGH'S CULTURAL TREASURES





**The primary impact of the program will be “to ground and establish [arts organizations] and stabilize them in the most profound way possible, so they can contribute to the region and the world.”**

**Celeta Hickman**, Co-founder, Ujamaa Collective

“cultural treasure” so that it can include not only organizations and people, but places, like the August Wilson House, the National Negro Opera House and the New Granada Theater—places that are to be treasured because they are parts of narratives that make up a history.

The importance and potential impact of the national effort and what will be known locally as the Pittsburgh’s Cultural Treasures program cannot be understated, Ms. McDill said, because “historic underfunding of Black cultural institutions and systemic oppression have impacted the field... These are facts, not feelings. Hopefully, we can begin to disentangle personal feelings from the work that do not advance us toward solutions.”

Multiple studies of the arts sector support her assertions.

In 2011, a report written for the National Committee for Responsive Philanthropy by the consulting firm Helicon Collaborative stated that 55 percent of arts funding from philanthropies went to only 2 percent of arts organizations, ones with budgets above \$5 million. Five years later, a follow-up report showed that the top 2 percent of arts organizations had grown their piece of the pie, capturing nearly 60 percent of foundation funding. Arts funding has not only not kept up with the increasing diversity of arts practitioners in America, it has moved in the opposite direction.

While that study did not reference race, combining the budget-size data with research on groups identified by race and ethnicity creates a picture that could be discouraging.

For the 2018 report “What Are the Paradigm Shifts Necessary for the Arts Sector to Nurture Thriving Institutions of Color?” Yancey Consulting surveyed New York City-based arts and culture organizations with budgets over \$200,000 that served African, Latinx, Asian, Arab and Native American (ALAANA) communities. The report noted that one-third of the participating organizations could not pay their staff fair wages.

Locally, in a survey of artists commissioned by the Greater Pittsburgh Arts Council, more than 64 percent of Black respondents reported incomes below \$50,000, compared with just over 46 percent of white respondents. Similarly, slightly more than 57 percent of Black respondents said that they saw discrimination as

“It’s not just about seven or 10 strong Black arts and cultural organizations. How do we begin to create this ecosystem where those organizations begin to mentor and support other Black arts organizations – or where because of their success, because of the risk capital we put into these organizations, it begins to generate the idea that we can be doing this for n organizations?”

**Mark Lewis**, President and CEO, POISE Foundation





an “extremely/very significant challenge,” compared with around 12 percent of white respondents.

As the violent killings of unarmed Black people—including Ahmaud Arbery, Breonna Taylor and George Floyd—triggered a wave of protest last spring and summer that surged across the globe, Black artists helped to lead demonstrations by lending both their art and their presence to efforts expressing both grief and rage. High-profile celebrity artists added their voices, such as Jamie Foxx, who spoke at a rally in San Francisco, and Beyoncé, who took to Instagram to issue a call for justice.

In the Pittsburgh region, artists memorialized the victims on murals, in music and during discussions in online forums. These local artists placed themselves in the lineage of Black creatives who have called for justice throughout history.

The primary thrust of the Cultural Treasures program, said Ms. McDill, could be summarized in words that she heard spoken by the late renowned Pittsburgh playwright August Wilson: “We are here not to protest, but to proclaim.”

“In this instance, we choose to center and celebrate the organizations, not [focus on] the system of oppression itself. This program is not just about protesting what has been done, it’s about proclaiming and saying, ‘We know the history, we know what has taken place, we understand,’” Ms. McDill said. “And here’s also what we’re trying to do: We’re trying to proclaim, and we’re trying to elevate and amplify, and start today by saying, ‘These are treasures that we need to preserve and protect.’”

The desire for long-term impact has led to an approach that may seem counterintuitive.

“Nationally and locally, I think the funding community has been guilty of starving BIPOC [Black/Indigenous/People of Color] organizations by giving project support or one-year operating support,” Ms. Sarbaugh said. “And to survive and thrive and prosper, you need longer-term investments.”

That means not spreading out the money too thin.

“The philosophy is to focus on fewer organizations with more money,” she said. “Which means multiple years of operating support, and multiple years of other kinds of supports that will make them successful.”

### Creating a map

**T**he overall design of the program so far is fairly simple: Members of the public will have the opportunity, via a form on the Endowments’ website, [www.heinz.org](http://www.heinz.org), to nominate organizations and institutions that they consider to be cultural treasures. Those nominations will be included among recommendations from other stakeholders and evaluated by a steering committee comprising local and national cultural workers. The steering committee will assist the Endowments in making decisions on ways to deeply invest in the local arts community as well as in forming a cohort of arts organizations to participate in the program, hopefully by the end of the year.

The nomination process also will help the Pittsburgh’s Cultural Treasures initiative refine its definition of what a “cultural treasure” is and help to amplify the work of a large group of Black-led organizations, even if not all of them receive monetary support through this specific program. The Endowments also has brought on the New York–based, minority/women-owned firm CJAM Consulting to help with coordinating the different moving parts of the local initiative, including creating a digital map of the organizations and institutions identified as cultural treasures that will be an ongoing reference tool long after the initiative officially ends.

Recognizing that all organizations can use support in building their capacity and that Black arts organizations often do not receive the same level of investment as other groups, the Endowments set up the first in a series of roundtables in December with capacity-building professionals from around the nation to figure out how best to turn deferred dreams into plans for supporting regional organizations. Other roundtables that are being organized to be held throughout this year include one focused on Black media,

another that engages the audiences that attend Black art presentations throughout the region, and one with local and national funders that have a history of funding Black-led organizations as their primary mission and scope of work.

The Endowments also struck an agreement with the POISE Foundation to manage Cultural Treasures funds. POISE has managed money for Endowments-funded projects before, but not nearly on such a scale as this one. The \$10 million infusion will nearly double POISE’s assets under management, and the fees for doing so will similarly affect POISE’s revenues.

But perhaps the most important impact for POISE itself will be the boost in awareness of America’s oldest Black community foundation, which could lead to both more assignments with large philanthropies and to more new accounts established by individuals.

Within the arts community, POISE Foundation President and CEO Mark Lewis envisions a ripple effect that extends the benefits of the Cultural Treasures program beyond the grant recipients.

“It’s not just about seven or 10 strong Black arts and cultural organizations,” he said. “How do we begin to create this ecosystem where those organizations begin to mentor and support other Black arts organizations—or where because of their success, because of the risk capital we put into these organizations, it begins to generate the idea that we can be doing this for more organizations? Who is that next group that we’re going to build and nurture and get to that level as well?”

The cooperation between arts organizations that Mr. Lewis envisions would not be without precedent, according to Celeta Hickman, a member of the Pittsburgh’s Cultural Treasures steering committee and co-founder of the Ujamaa Collective, a cooperative wealth-building incubator and artisan boutique. Preferring the term “Africana community” to “African Americans,” she said that historically, “we’ve all worked together ... to support one another.”

For the organizations named as cultural treasures, Ms. Hickman believes the primary

impact of the program will be “to ground and establish them, and stabilize them in the most profound way possible, so that they can contribute to the region and the world.”

Even beyond the arts community, one likely result of strengthening Black arts organizations would be an overall improvement in the local economy, because the arts create jobs, and income, for more than artists. Think of paintbrush and canvas suppliers, or caterers at the openings of art shows, or costumers for theatre companies.

According to a 2017 report produced by the Greater Pittsburgh Arts Council and Americans for the Arts, Allegheny County led the nation among similar regions in jobs generated through the arts—32,211—and four out of five of those jobs were outside of the arts. The region also led in arts-generated household income (\$641 million), and tax revenues (\$115 million).

But the report also cautioned that the arts and culture sector needed to work with elected officials and community and business leaders to address issues of racial inequality and unequal access to resources.

Asked what success would look like five years from now, Mr. Walker said, “What that looks like, first and foremost, is a landscape of resilient, vibrant organizations who are receiving robust donations from arts philanthropists who in the past might have appreciated their work but not funded their work.

“What we hope to do is to mobilize and sustain increased investment in these critically important cultural treasures. Success looks like more art and more money going to the arts.”<sup>h</sup>

# marking this moment

A Heinz Endowments initiative supports artists who are using their talents to reflect the impact over the past year of the global health pandemic and protests against racial injustice.

By Elwin Green



Artist Tara Fay Coleman, center, is using the \$10,000 she received from the Associated Artists of Pittsburgh as part of the Marking this Moment in Time initiative for her the Black Femme Mural Project, which supports Black women artists like Jessica Moss, left, and Jameelah Platt, right, who are painting a mural at 752 Clarissa Street in Pittsburgh's Hill District.

Americans were still trying to figure out how to navigate a surging pandemic when the killing of George Floyd, following those of Ahmaud Arbery and Breonna Taylor, triggered an international wave of protests against police brutality and structural racism.

"The moment seemed to be particularly acute" around those issues, said Mac Howison, The Heinz Endowments' program officer for Creative Learning. "Through all of these street protests, artists were best positioned in many ways to reflect on those activities, to document those activities, and to respond to that kind of community pulse."

To support artists responding to systemic injustice and the impacts of COVID-19, the Endowments launched an initiative last summer called Marking this Moment in Time. The program granted \$10,000 each to seven arts organizations so that they could in turn commission work by individual artists.

Among those receiving funding through the program is City of Asylum, where seven writers living in the international artists community's houses were commissioned to create personal narratives, along with narratives of other non-native-born Pittsburgh residents. They are writing in their native languages for later translation.

The authors, who came to America to escape persecution, are Graciela Bonnet (Argentina), Bewketu Seyoum (Ethiopia), Tuhin Das (Bangladesh), Israel Centeno (Venezuela), Simten Coşar (Turkey), Rosa Iris Diendomi Alvarez (Dominican Republic) and a Sudanese writer who uses the pen name RaMa to protect their identity.

"A pervasive theme in everyone's story is the idea of double isolation," said City of Asylum Executive Director Andrés Franco, himself a native of Colombia. "Some people had just arrived before the pandemic."

The Associated Artists of Pittsburgh used its grant to support one of its members, Tara Fay Coleman, on an initiative that she already had underway: the Black Femme Mural Project, which commissions Black women artists to paint spaces throughout Pittsburgh. When AAP Executive Director Madeline Gent learned about Ms. Coleman's project in 2018, the initiative was, Ms. Gent said, "in a bit of a catch-22." Property owners were reluctant to grant Ms. Coleman access until she had funding, and funders held back from funding the work until a property had been secured.

"I was told 'no' a lot," Ms. Coleman said. Receiving the \$10,000 grant has allowed her to secure an agreement for a mural on a residential property and to begin working with two artists, Jessica Moss and Jameelah Platt, to do a mural there. She expects them to finish it by the end of summer.

"It's frustrating," she said of the catch-22 predicament. "But I'm grateful nevertheless" for the grant.

Among the other participating organizations are Bloomfield-Garfield Corporation and BOOM Concepts, which have commissioned a cohort of artists, including Thomas Agnew, Julie Mallis, Bekezela Mguni, and D. S. Kinsel, to create a curated time capsule, an interview series, community art making workshops, mixtapes, and a physical and digital ephemeral object collection. The working title for the project is "BOOM's Menagerie."

Kelly Strayhorn Theater commissioned two artists for separate projects. Lyam B. Gabel will interview members of Pittsburgh's queer and trans community about how they are caring for one another during the

pandemic for a podcast that will become part of a larger "digital performance, immersive media project and ongoing archive of queer care." Jason Mendez will produce a digital storytelling installation based on interviews of first-generation college students, highlighting the impact of COVID-19 on their college experience.

Both artists' work will be exhibited in the lobby of Kelly Strayhorn Theater in early 2022. The community arts center also granted a fellowship to photographer/videographer Sarah Huny Young, in recognition of her multifaceted work in 2020 that included documenting Black Lives Matter protests and serving Black trans and queer people.

New Hazlett Theater is working with seven artists — Samuel Boateng, Tlaloc Rivas, Kaylin Horgan, Nick Navari, Monteze Freeland, Dr. Hollyhood (Dr. Amber Epps) and Jon Quest (Jonathan Brown) — to produce a documentary reflecting their experiences of making new work in a highly restricted performing arts environment. They hope to finish it over the summer and to present it once they can reopen to the public with live audiences.

Silver Eye Center for Photography commissioned photographer and documentary filmmaker Njaimeh Njie, who is producing a series of photographs of Pittsburgh neighborhoods that capture signifiers such as "Black Lives Matter" signs in storefront windows. She and Silver Eye are in discussion about gathering the photographs into an artists book to be published in the fall.

YMCA of Greater Pittsburgh's Homewood-Brushton branch houses the Lighthouse Project, a teen arts center that offers training in photography, videography and music production, and is supporting two grant projects.

In "Time in a Tunnel," teaching artist K. Bey led a 10-week workshop alongside Dmitra Gideon of Write Pittsburgh, a collective that sponsors writing programs through the region. In the workshop, students learned to use their phones to create photo essays that were compiled into a video that now appears on the Lighthouse Project's YouTube channel.

In the second, untitled project, singer-songwriter Danielle Walker, a.k.a. INEZ, is collaborating with other Black artists in a commissioned audiovisual creation to capture the perspectives of Black women as they cope, create and fight against injustice.

And to mark the moment of the initiative's impact on the Pittsburgh region, Endowments staff plan to showcase the work of artists who participated during a culminating event or publication later this year. **h**





# THE FAILURES OF FRACKING

**A new report raises questions about assurances that natural gas from shale fracking would result in multitudes of jobs and economic prosperity for Pennsylvania, Ohio and West Virginia—revealing how the promises appear to be more of a bust than a boom. By Mark Kramer**

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Mark Kramer is a Pittsburgh-based freelance writer. His last story for h was published in Issue 1, 2020, and examined how the PAServes initiative to connect veterans to local services navigated the COVID-19 crisis as it coordinated support for military members.

WHEN SEAN O'LEARY  
REFLECTS UPON THE  
EFFECTS OF THE FRACKING  
NATURAL GAS BOOM ON  
THE REGION WHERE HE GREW  
UP—IN WEST VIRGINIA'S  
NORTHERN PANHANDLE,  
NEAR WHEELING—  
HE FEELS COMPASSION.



As a senior researcher for the Ohio River Valley Institute (ORVI), a regional economic think tank launched by the Johnstown, Pa.-based Community Foundation for the Alleghenies, Mr. O’Leary said he can understand why county commissioners, residents and others responded so enthusiastically some 10 or 15 years ago to industry assurances. Their white papers were full of data and charts promising 44,000 new jobs in his home state alone—on top of 212,000 jobs promised in Pennsylvania and another 200,000 in Ohio, collectively the states covering most of the Marcellus and Utica shale gas fields.

That’s not to mention the prospects of royalty checks for the gas extracted from shale rock through the process known as hydraulic fracturing, or “fracking,” or the expectation of payment for giving Texas- and Oklahoma-based energy companies rights to lay pipe through residents’ land. After witnessing decades of population loss and economic decline in these regions, Mr. O’Leary said he can empathize with people’s decisions to open their doors and offer their fields to fracking drillers.

But after analyzing data revealing that the increased use of fracking led to minimum job and income gains in the 22 counties comprising the core of the tri-state region’s fracking industry and that residents have continued to move away—results occurring before the pandemic hit last year—Mr. O’Leary is alarmed that many elected officials and residents continue to promote the industry.

From 2008 to 2019, these counties saw just 5,660 net new jobs in the natural gas industry, a combined job growth of

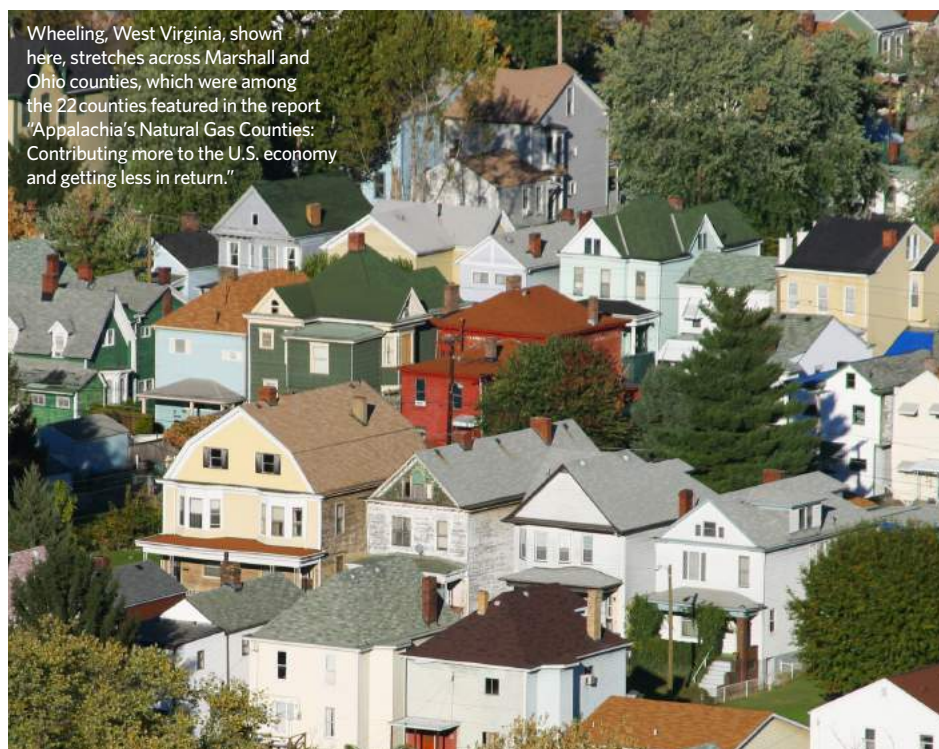
only 1.6 percent, he found. Personal income levels grew more slowly than state and national averages. Population decreased by 3.8 percent.

“While people can support the industry, they shouldn’t want to support a bad deal. And that’s what they’re getting right now,” Mr. O’Leary said.

Additionally, several other studies have shown a probable link between fracking and pollution and health problems.

ORVI published Mr. O’Leary’s findings in a report released in February titled “Appalachia’s Natural Gas Counties: Contributing more to the U.S. economy and getting less in return.” The research focused on 22 industrial and rural counties in southwest Ohio, northern West Virginia, and southwest and northeast Pennsylvania. Mr. O’Leary chose these counties because they each accounted for at least 2 percent of their state’s natural gas production and derived at least 6 percent of their gross domestic product (GDP) from gas and other extraction industries such as oil and mining. This area, according to the report, “is responsible for over 90 percent of all the gas produced in Appalachia” and accounts for nearly 1 million residents.

For sure, the industry did produce a lot of gas and significantly boosted the area’s contributions to the nation’s GDP. These counties increased their contribution to GDP by more than one-third, initially increasing production from what ORVI’s report describes as “a negligible portion of the nation’s natural gas” to nearly 40 percent of it. By 2019, gas wells in Pennsylvania and West Virginia alone pumped out a full 35 percent more gas than even the most optimistic



Wheeling, West Virginia, shown here, stretches across Marshall and Ohio counties, which were among the 22 counties featured in the report “Appalachia’s Natural Gas Counties: Contributing more to the U.S. economy and getting less in return.”



Steve Stolee

**“While people can support the industry, they shouldn’t want to support a bad deal, and that’s what they’re getting right now.”**

**Sean O’Leary**  
Ohio River Valley Institute

projections of a 2010 American Petroleum Institute economic impact study, according to the ORVI report.

“It’s not that fracking didn’t create economic activity,” said Andrew McElwaine, The Heinz Endowments’ vice president for Sustainability. “The evidence is that it certainly did. The question is, ‘Who benefited from the activity?’”

While analyses of the natural gas industry vary in approach, angle and perspective, focusing narrowly on job creation in the tri-state region around Pittsburgh reveals that a high proportion of the fracking jobs nationally were located in other parts of the country.

Research by the late Susan Christopherson, who was a Cornell University professor of city and regional planning, found that during fracking’s initial boom, from 2007 to 2012, Pennsylvania did gain 15,114 jobs in drilling, extraction and support industries. Dr. Christopherson, whose work received funding support from the Endowments, determined that during the same period, though, Texas gained 64,515 jobs—more than four times as many as Pennsylvania.

“Texas not only has much of the skilled drilling workforce but the majority of the industry’s managers, scientists and experts, who staff the global firms headquartered in Houston,” according to Dr. Christopherson’s 2015 report.

Also, many of the fracking jobs that were located within Pennsylvania, Ohio and West Virginia were short-lived or went to workers whose permanent residences were out of state.

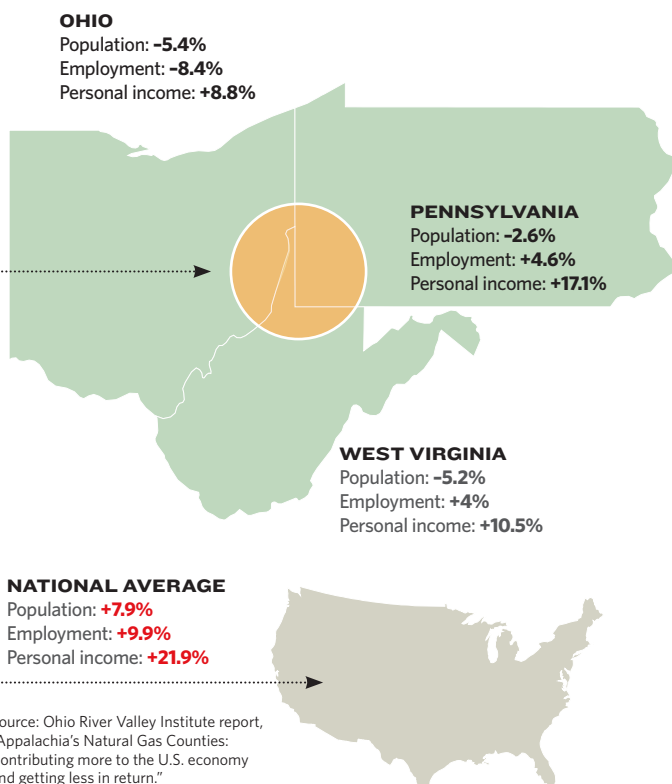
**A** 2019 report from the Institute for Energy Economics and Financial Analysis, a nonprofit based in Lakewood, Ohio, found that in West Virginia, growth in employment from 2008 to 2017 resulted from the construction of natural gas pipeline but that, over time, “jobs in drilling and related activities have actually declined [and] about 40 percent of pipeline construction jobs are held by out-of-state workers.” A series of investigative reports during the early boom years by The Columbus Dispatch examined the large number of transient drilling workers in Ohio and, while noting that the exact number was difficult to calculate, newspaper staff interviewed economists who believed that at least a third of the workforce in Ohio’s drilling areas were transient workers.

Annie Regan is senior program manager at PennFuture, a Harrisburg-based environmental advocacy group, and campaign coordinator for ReImagine Appalachia, a coalition of individuals and organizations re-envisioning the region’s economy. She reflected upon the many conversations she has had with residents in southwestern Pennsylvania about the effects of fracking in their communities.

“I’ve met a lot of Uber drivers that had worked in the fracking industry,” she explained, “and they said that the jobs weren’t there anymore, so they had to find work elsewhere.”

## REALITY CHECK

Despite the promise of hundreds of thousands of jobs from the shale gas industry, the 22 counties comprising the core of the industry in Pennsylvania, Ohio and West Virginia saw a net increase of just 5,660 new jobs from this sector from 2008 to 2019. Outcomes within each state varied, but together the 22 counties experienced a combined job growth of only 1.6 percent and a population decrease of 3.8 percent, while personal income level growth was slower than averages for the tri-state and the nation.



Some industry groups have criticized the ORVI report, suggesting, for example, that the think tank should have used employment numbers from the U.S. Bureau of Economic Analysis, rather than U.S. Bureau of Labor Statistics figures. According to Pittsburgh Works Together, a coalition of union leaders and officials from the manufacturing, steel and energy sector, the total number of new jobs created in the 22 counties is actually 15,641.

Mr. O'Leary countered that federal and state governments use Bureau of Labor Statistics in their job counts and that Bureau of Economic Analysis figures include gig or temporary positions that don't carry benefits or unemployment insurance.

"Those are worthy undertakings; however, they are not jobs in the sense that, if the person doing them chooses to stop, there is no remaining position for someone else to fill," Mr. O'Leary wrote in a blog post responding to critics. He also pointed out that even when including those secondary jobs, the fracking industry generated employment figures far below initial promises of hundreds of thousands of new positions.

And the ORVI report acknowledged that in some counties where the natural gas industry expanded, the employment and income numbers were better than in other areas.

Washington County in southwest Pennsylvania, for example, saw personal income growth slightly exceed the national average and match the nation's job growth. But Washington County was one of only two of the 22 counties in the study to outperform the national average on two of the three measures informing the report: income, jobs and population growth. Mr. O'Leary attributed Washington County's outlier status to its proximity to Pittsburgh, its larger relative size, and larger and more diverse economy, factors that strengthened the county's economic output overall.

**A**s for royalty payments, Mr. O'Leary acknowledged that some households have benefited from fracking, but global oversupply has caused the price for natural gas to drop from a peak of more than \$13 per million Btu (a measurement of heat generated by an energy source) in 2005 to hovering around and below \$3 per million Btu for the last several years, leading to smaller payouts than anticipated. In fact, in Pennsylvania, for example, depressed natural gas prices resulted in an estimated 40 percent to 50 percent reduction in royalty payments from 2018 to 2020, according to the state's Independent Fiscal Office. Meanwhile, many landowners receiving royalty payments don't live in the region, according to Mr. O'Leary.

The ORVI report also suggested that negative "externalities"—side effects of economic activity—have contributed to a lower quality of life, leading residents to move away. These effects have included air, water and noise pollution, as well as impacts on health and local infrastructure, such as roads damaged by heavy trucks. Mr. O'Leary and others

have suggested that the ill effects of fracking may have even deterred investment from other sectors.

Of course, negative health effects are felt most by local residents, while fracking's financial windfalls, as represented in GDP, seem to have been enjoyed foremost by companies and workers outside of the region, according to ORVI's findings.

Dr. Nicholas Muller, professor of economics, engineering and public policy at Carnegie Mellon University in Pittsburgh, and his co-researchers have been working to account for pollution damage and related health care expenses when calculating GDP so as to show the real costs of energy production and consumption. For example, their research has linked air pollution from the fracking industry to 1,200 to 4,600 premature deaths across the northeastern United States between 2004 and 2016, at a cost to society of about \$23 billion.

Such measurements reveal the effects of both environmental degradation and pollution mitigation efforts on economic output. When producers install coal scrubbing technology or carbon capture measures, when companies divest from fossil fuels, and when regions decrease their pollution, Dr. Muller's approach to GDP would make it possible to measure those actions as positive contributions to economic growth. In this sense, a more robust GDP measurement could reward industry activity that lessens environmental and health impacts.

"We need to do the best we can to embed those costs in our societal assessment of questions like, 'Is it worth it to pursue these activities?'" he said, "but also when we think about corrective measures like severance taxes on the fuel being produced or downstream taxes when the fuels are consumed."

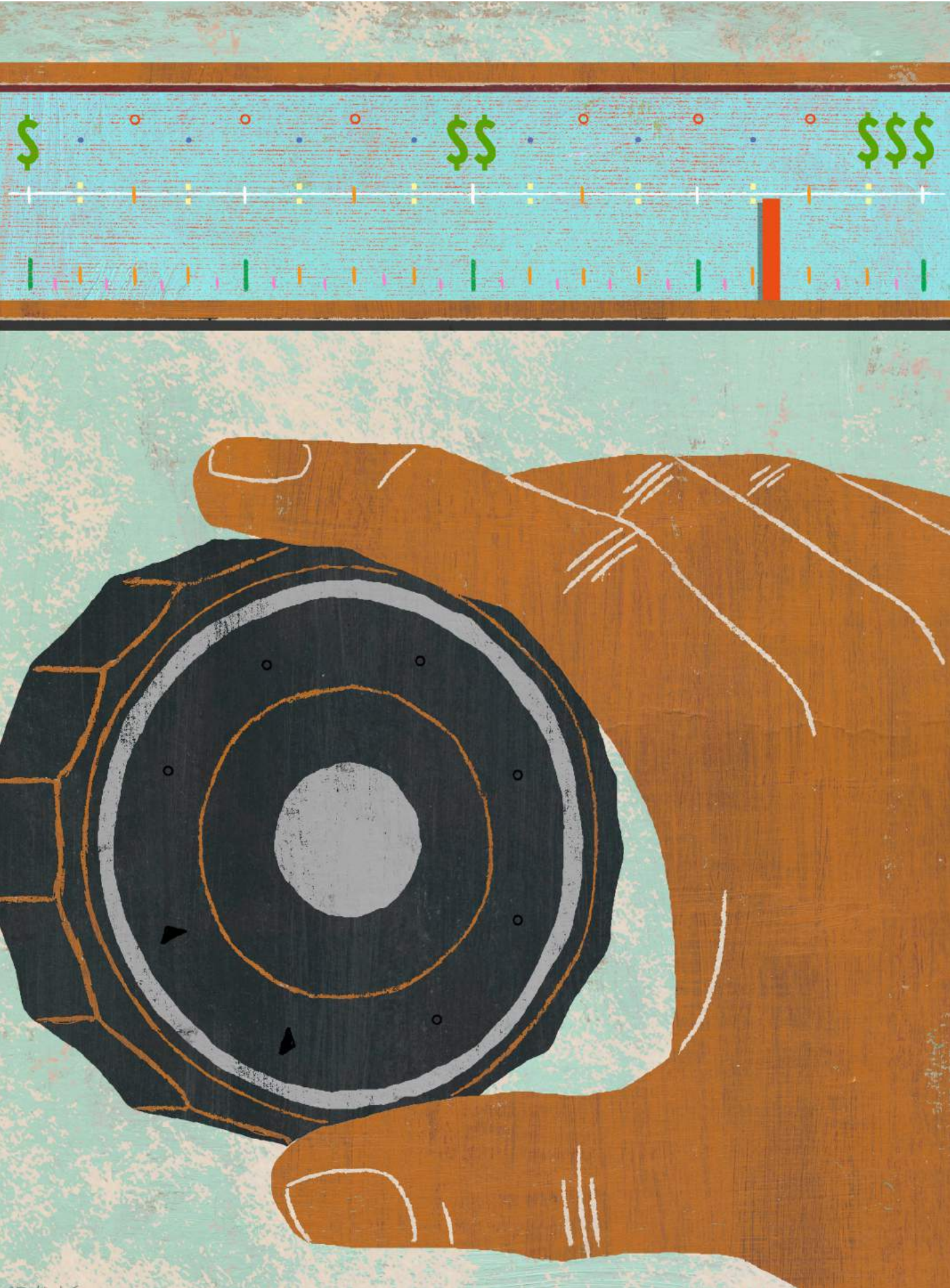
Looking ahead, the ORVI report claimed that the 22 counties and the region can still get a better deal from fracking. For example, the study said that local leaders can mitigate or at least offset deleterious effects of extraction through more robust taxation, impact fees or other tools that help municipalities keep revenues local. Mr. O'Leary added that policymakers can mitigate damage to the environment by changing zoning setbacks and emissions requirements, thereby more aggressively protecting people's health and the region's quality of life.

"Those are the kinds of measures that I hope people will start looking at and considering," Mr. O'Leary said.

He also championed greater support for energy-efficiency efforts, such as retrofitting buildings to reduce energy waste and installing solar panels on different structures, which he described as projects that tend to create predominantly local jobs and do so at a higher rate per dollar invested than natural gas production does. Additionally, energy efficiency saves households money that can then be spent in their hometown economies.

These and other more sustainable economic opportunities would yield a greater return on investment, unlike the natural gas boom, which "did not have long coattails," he concluded. **h**





Foundations in Pittsburgh and across the country are turning up their support of nonprofit journalism to fill gaps in coverage created by newspapers' decline and to protect democracy. by Rob Taylor Jr.

# THE GROWING IMPACT OF NONPROFIT JOURNALISM



# News hasn't been good for the local newspaper business, and the future doesn't look any brighter.

At the New York Daily News, for example, half the newsroom staff members lost their jobs in 2018. Since 2004, 1,800 U.S. newspapers have closed outright, according to a report on “news deserts” by the University of North Carolina’s Hussman School of Journalism and Media. Pittsburgh’s main metropolitan daily, the 235-year-old Pittsburgh Post-Gazette, only prints its publication on Thursdays and Sundays, having moved the majority of its news online, and has developed a reputation for buying out veteran journalists rather than expanding staff.

Those of a certain, seasoned generation still appreciate and want to get their news from a hard-copy, print publication. But a Pew Research Center survey of American adults conducted Aug. 31 to Sept. 7, 2020, revealed that only 5 percent of adults prefer to get their news this way, while 52 percent of respondents said they preferred their news via digital platforms. Overall, the study found that more than eight in 10 Americans get news from digital devices often or at least sometimes.

However, gaining increasing traction and influence in the journalism business is an ambitious, determined group of nonprofit, digital-based news organizations that are dedicated to informing the public with fact-based, independent journalism. Many of them are backed by foundations and other philanthropic organizations that share a common goal of wanting impactful, accountability journalism to continue—and thrive.

There are foundations that support nonprofits and public media on a national level, such as the MacArthur and Knight foundations. Others focus their investments locally or statewide, such as The Heinz Endowments, the Hillman Family Foundations, and the Allegheny, Richard King Mellon and Pittsburgh foundations, all based in Pittsburgh.

According to “Foundation Maps for Media Funding,” 3,106 funders have given \$1.7 billion in journalism-related grants since 2009, which includes \$306 million that went to the Newseum, an interactive museum exploring free expression and the First Amendment to the United States Constitution that closed at the end of 2019. The data visualization tool, which is updated regularly, was developed by the data and technology organization Candid



for the nonprofit Media Impact Funders, with support from the Bill & Melinda Gates Foundation and the Wyncote Foundation. All signs point to foundations being in it for the long haul in keeping these nonprofit news organizations afloat.

“We have seen the erosion of the traditional structure of journalism in American society, and it’s a threat for democracy,” Heinz Endowments President Grant Oliphant said. “When people can’t get reasonably objective, independent information, they revert into echo chambers... and they start getting news from sources that are driven by an agenda or a conspiracy theory. So, what we’re hoping with these investments is that we will shore up the system of journalism that helps society make good choices.”

### Revenue losses = newspaper decline

**T**he newspaper business has been cyclical historically and took its first big hit with the advent of television as a rival for daily news coverage, according to newspaper observers and historians. But the steepest downward spiral can be traced to the loss of advertising experienced by newspapers across the country, first because of the online classified advertising website Craigslist and later because of other internet

platforms that siphoned off readers as well as advertising revenue.

As more and more people started getting their news primarily online, the number of print newspapers being sold everywhere plummeted, with many finding themselves dying a slow death as digital behemoths Facebook and Google sold advertisements at a fraction of the cost of print ads.

Facebook and Google also were able to target their clients’ ads to particular audiences that the clients wanted to reach so that their access to potential customers would be more convenient. By providing this advertising edge, Facebook and Google combined made up 60 percent of all digital ad revenue in 2018, or roughly \$65 billion, according to emarketer.com.

While traditional newspapers have added websites where their content is available—with an increasing number adding paywalls to restrict access to only subscribers—the revenue from the online subscriptions is not enough to offset the huge losses in traditional print advertising, which had sustained the newspaper print model for generations. U.S. newspaper ad revenue in 2008 was more than \$37.8 billion. The Pew Research Center has found that by 2018, the revenue had decreased precipitously to \$14.3 billion.

With closures or reductions in print production to a few days per week has come job layoffs and the elimination of newsroom positions. Newspapers’ newsroom staffs nationwide were cut by more than half between 2008 and 2019, when jobs declined from 71,000 to 35,000, according to U.S. Bureau of Labor Statistics data.

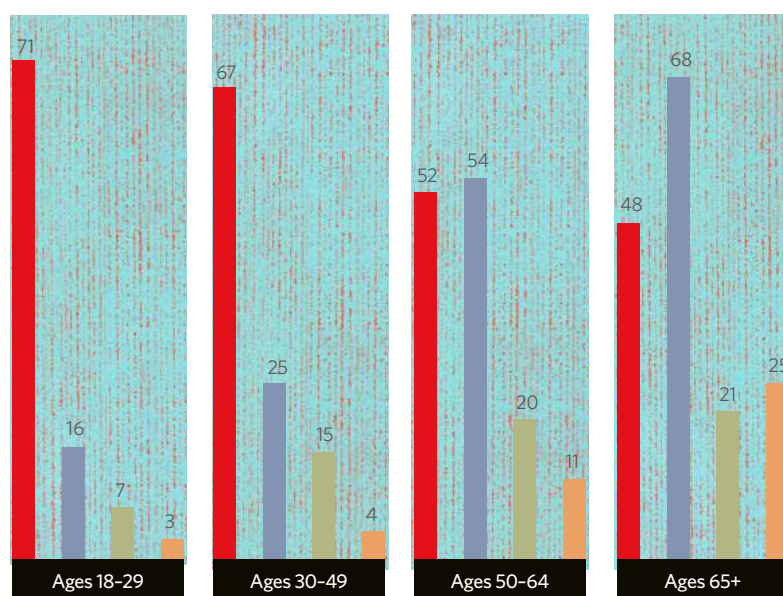
And as most legacy print news operations lost the large numbers of newsroom staff they once had, gaping holes emerged in local news coverage, affecting everything from city council meetings to school board sessions. This has meant public officials are held less accountable for issues such as government finances, public safety concerns and environmental risks.

The coronavirus pandemic only made things worse.

The Press & Journal, a weekly publication that had been providing its readership in Middletown, Pa., and surrounding Central Pennsylvania communities with a print newspaper for 166 years, printed its last edition on July 1, 2020. Publishers Joseph and Louise Sukle wrote their own newspaper’s “obituary” on its website, telling its faithful readers that local advertising decreased by more than 80 percent when Pennsylvania shut down due to the pandemic.

## DIGITAL AGE(S)

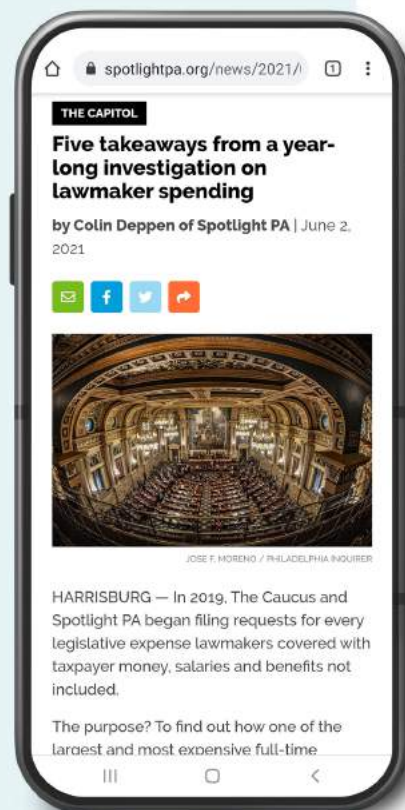
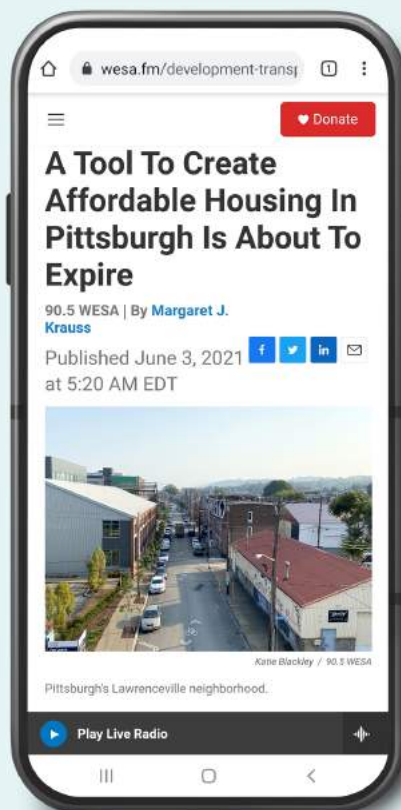
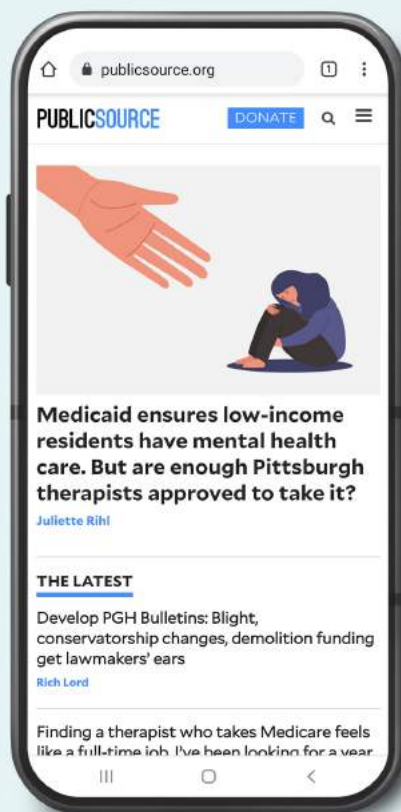
A Pew Research Center survey showing where percentages of adults get their news reveals how different generations have different preferences for news sources. But the strong use of digital devices across the board—even among older groups who watch television news more—and the substantially lower preference for print publications, including among those 65 and older, explain why newspapers in particular are struggling. The survey allowed respondents to pick more than one preference from the options of smartphone, computer or tablet; television; radio; and print publications.



Source: Survey of U.S. adults conducted Aug. 31-Sept. 7, 2020, Pew Research Center.

# WELL-INFORMED

Nonprofit, often digitally based journalism outlets are trying to connect with local communities and cover issues that are important to residents. Among the nonprofit outlets receiving support from The Heinz Endowments are, clockwise from top left, PublicSource, Environmental Health News, Spotlight PA and WESA 90.5 FM.



“The money just ran out,” Louise Sukle said in an interview published June 24, 2020, on the news website PennLive. “There was nothing more to take its place. We had to make the decision very quickly. ... It’s the hardest thing we ever had to do.”

Pittsburgh Catholic, which was the official weekly publication of the Roman Catholic Diocese of Pittsburgh since 1844, ceased its print editions in March 2020 after the COVID-19 pandemic began, terminating nearly a dozen employees.

### Foundations stepping up and stepping in

One of the largest philanthropies trying to keep local as well as national news coverage alive across the country is the John S. and James L. Knight Foundation.

**“Questions about police accountability and discipline of police officers is something that also has been driven by PublicSource reporting because people are asking questions, bringing our articles to the Pittsburgh City Council meetings and talking about it.”**

**Mila Sanina**  
executive director, PublicSource



President Alberto Ibarguén said the foundation is committed to funding nonprofit journalism throughout the U.S. because “it is absolutely essential for an effective democracy that you have an informed citizenry and an engaged community. ... You need constant, constant awareness on the part of citizens, and that awareness begins with consistently reliable information so the citizens are informed when they make their choices.”

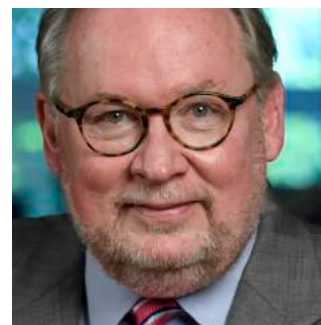
In 2019, the Knight Foundation announced a \$300 million commitment to independent journalism over the subsequent five years, looking to fund national organizations that also work on the local level. For example, the foundation provided the group Report for America with \$5 million to help place journalists in underserved local newsrooms across the country.

A growing number of nonprofit news outlets have joined the Institute for Nonprofit News, which now boasts more than 300 member-organizations in North America. Some nonprofit news organizations have received acclaim and readership on a national level, including regional outlets, such as The Texas Tribune and the Voice of San Diego, and those offering more extensive national news coverage like ProPublica, the Center for Public Integrity and the Center for Investigative Reporting.

Within the last decade, more and more regional foundations have been supporting nonprofit journalism organizations with the goal of holding local government officials accountable while elevating the voices of community residents.

David Roger, president of the Hillman Family Foundations in Pittsburgh, acknowledged that initially he didn’t see the place for foundations to participate in supporting nonprofit journalism, “but over time, it became clear to us that we did have a role to educate both the public and the next generation of newspeople and journalists.”

“It wasn’t long before we began to see where we thought we could play a part in helping preserve journalism and news coverage at the community level,” he said. “It’s a pretty straightforward proposition: We have to have an educated public, an educated electorate, in order to have good policy at the community



**“The big foundations in town, I think, share a very broad vision for the importance of journalism—the fact that journalism is vital to a thriving and growing community.”**

**Terry O'Reilly**  
president and CEO,  
Pittsburgh Community Broadcasting Corp.

level. We believe as much as anybody does that if we’re going to have a vibrant democracy, there’s no question, we have to have accountability.”

Among the nonprofit news outlets that the Hillman Family Foundations, the Endowments and other philanthropies in the Pittsburgh region support is PublicSource. The independent, online news organization covers topics that include education, the environment, mental health and social justice, and is committed to public service journalism.

“I think the work that PublicSource is doing is vitally important in terms of its investigative function and how it provides in-depth coverage of local issues, in discipline-specific and community-based ways,” said Janet Sarbaugh, the Endowments’ vice president of Creativity, one of the grantmaking areas that provides a large percentage of the foundation’s nonprofit journalism funding.

Support from the Endowments helped PublicSource establish a development and planning beat, and Ms. Sarbaugh said she has



been impressed with PublicSource reporters' tenacity in covering public meetings and a wide range of neighborhood development issues.

Mila Sanina, PublicSource's executive director, said that the organization's impact on the community has been growing. She cited a series of reports done over the past year by staff writer Juliette Rihl that have focused on inmate treatment at the Allegheny County Jail.

"Questions about police accountability and discipline of police officers is something that also has been driven by PublicSource reporting," Ms. Sanina said, "because people are asking questions, bringing our articles to the Pittsburgh City Council meetings and talking about it."

Another nonprofit news outlet receiving considerable philanthropic support in the Pittsburgh region is public radio station WESA-FM (90.5), a National Public Radio affiliate.

All of the major foundations in Pittsburgh support local public radio, according to Terry O'Reilly, president and CEO of Pittsburgh Community Broadcasting Corp., WESA's parent company.

"The big foundations in town, I think, share a very broad vision for the importance of journalism — the fact that journalism is vital to a thriving and growing community," he said.

In addition to supporting WESA's news coverage broadly, the Endowments' grant-making has helped to fund The Allegheny Front, an independent organization that focuses on local environmental issues and hosts an eponymously named weekly radio show on WESA. The Endowments' support is part of the foundation's efforts to promote a cleaner and healthier environment in the region.

Pittsburgh has its share of environmental issues, such as threats to the air and water quality and high levels of lead and radon in buildings, explained Philip Johnson, the Endowments' senior program director of Environment & Health for the Endowments. Supporting "The Allegheny Front" show on WESA "fits into a strategy where information, awareness and education is an important feature of understanding why environment and health matter in the region," he said.

WESA wants to lead the way in Pittsburgh for high-quality, high-impact local journalism,

especially on its digital platforms, a move that became more pressing as the Post-Gazette scaled back its print editions, Mr. O'Reilly said. He added that the future of good, fact-based, day-to-day journalism in the region looks bleak unless other organizations are filling the void.

"We've decided that we want to step up," he said.

As local foundations also have stepped up, they have been strategic in their support of nonprofit journalism so that it can have the greatest impact.

For example, in addition to supporting The Allegheny Front to bring attention to environmental issues in the Pittsburgh region, the Endowments provides funding for Environmental Health News, an online media platform that covers environmental news across the country and opened its first regional reporting bureau in Pittsburgh in 2018. EHN is a publication of Environmental Health Sciences, a nonprofit, nonpartisan organization focused on promoting science in public forums on environmental health issues.

Encouraging media collaborations has been another way the Endowments and other foundations are strategically advancing journalism in the face of dwindling media resources. This philanthropic support has helped launch online platforms like Spotlight PA, a nonprofit organization that provides investigative journalism about Pennsylvania government and then partners with both commercial and nonprofit media to distribute the reporting across the state.

Also receiving foundation funding is the Pittsburgh Media Partnership, an initiative of the Center for Media Innovation at Point Park University. The partnership is a collective of 23 local media organizations that collaborate at different times to produce stories on particular issues affecting residents in the Pittsburgh region.

"Someone once said to me that sunlight is the best disinfectant," Endowments Sustainability Vice President Andrew McElwaine said. "Having an active media, keeping our region informed and keeping people honest and pointing to persons or problems in the community is extremely valuable to having a healthy society." **h**



Photos courtesy of Pittsburgh Black Media Federation

One way that foundations like The Heinz Endowments have supported journalism has been by funding initiatives to help increase diversity and inclusion in the field. Among such programs is the Pittsburgh Black Media Federation's Frank Bolden Urban Multimedia Workshop, which has provided journalism training to Black high school students, like those in the top photo, for nearly four decades. Television and radio talk show host Chris Moore, center, is a co-founder and co-director of the workshop. Workshop volunteer instructors include career professionals like KDKA-TV photojournalist Aaron Sledge, bottom left.

# DIVERSIFYING TALENT IN MEDIA

## HEINZ ENDOWMENTS SUPPORT OF LOCAL JOURNALISM INCLUDES FUNDING PROJECTS THAT PROMOTE DIVERSITY AND INCLUSION IN MEDIA. BY CHRISTIANA DILLARD

Last year, Pittsburgh was the focus of national attention when then-Pittsburgh Post-Gazette reporter Alexis Johnson and photojournalist Michael Santiago, both Black, were barred by the newspaper from covering the city's anti-police brutality protests. Ms. Johnson had posted a tweet that jokingly connected the upheaval created by Kenny Chesney fans after a concert to complaints of looting during some of the demonstrations against police killings of unarmed Black people. Mr. Santiago had tweeted support of his colleague's perspective.

Although the Post-Gazette received backlash for its discipline decision and eventually made leadership changes, it also lost the two staff members. Mr. Santiago now works as a photojournalist with Getty Images in New York City, and Ms. Johnson moved on to Vice News as a Washington, D.C.-based correspondent.

Such treatment of Black journalists and Black perspectives in Pittsburgh is not new. In 2019, Letrell Crittenden, a Tow Center for Digital Journalism fellow, published a report on Pittsburgh media's challenges with diversity and inclusion, "The Pittsburgh Problem: Race, Media and Everyday Life in the Steel City."

After interviewing 20 journalists who worked in Pittsburgh newsrooms, 16 of whom were of color, he found that although Pittsburgh is often cited as one of the country's most livable cities, most of its Black journalists felt they lacked opportunities for mentorship and acceptance inside and outside their newsrooms.

"When we're talking about building up diversity and inclusion inside of newsrooms or any other industry, that should also factor in the overall livability of the community where people are residing," Dr. Crittenden said.

Heinz Endowments-funded research published in 2011 and 2020 examined local news coverage of Black people in Pittsburgh. The studies found that the majority of the depictions of Black boys and men were related to sports and crime, and the overall

coverage of Black men, women and children remains low when compared to their white counterparts. The 2020 report "Portrayal and Perception II: Content Analysis of Pittsburgh Media Coverage of African Americans" also recommended that local media organizations learn from African American media outlets, such as the weekly New Pittsburgh Courier newspaper, about the different types of narratives that could be told about Black people.

"The fact that that representation doesn't exist means there are communities that are not going to have their stories told and certainly not with the kind of objectivity and, I think, with the same kind of voice that otherwise may be the case," said Stanley Thompson, the Endowments' senior program director for Education, one of the foundation's grantmaking areas that has supported efforts to expand such inclusion in media.

Among the initiatives that have received Endowments funding are various media projects for Black youth sponsored by the Pittsburgh Black Media Federation (PBMF), the primary professional support organization for journalists of color in the region. One of PBMF's most impactful efforts is the long-running Frank Bolden Urban Multimedia Workshop, a free, seven-day intensive program for high school students interested in news writing, broadcast journalism, photojournalism and digital media.

The Endowments' relationship with the federation over the years has been an example of philanthropic investment in journalism diversity and inclusion that is appreciated by Olga George and Chris Moore, co-directors of the workshop. Ms. George noted that the financial and in-kind support was a way of recognizing that Black youth need opportunities to make mistakes and grow, a privilege that is not often afforded to them.

"The foundation [support] gives us an opportunity to change that picture, not just in the kids' minds but also in the community's mind," Ms. George said. "And not just the Black community but the community at large."

Mr. Moore agreed.

"The funding has been wide and varied but all with that goal of increasing diversity," he said. "I think [our program] works because I can point to students all over the nation who are making the places where they work a little bit more diverse."

Alumni of the workshop have gone on to successful careers in Pittsburgh, such as WPXI-TV reporter Sarafina James, and across the country, such as Washington Post reporter Keith L. Alexander, who was part of the Post team that was awarded a 2016 Pulitzer Prize for documenting fatal police shootings of civilians across the nation.

"If you want communities, especially communities of color, to have the kind of asset-framing in the things that are being done, and you want to make sure that that story is told in a way that can be empowering and in a way that can also provide a different kind of narrative, then you'd want to create your own pipeline to that profession," Dr. Thompson said.

Endowments-funded research and other studies showing underrepresentation of Black journalists in newsrooms across the country also led the foundation to recently award \$320,000 to the social justice artist and activist collective IHood Media to launch BlackPittsburgh.com this year. The online media platform will focus on providing in-depth journalistic coverage of issues affecting Black communities in the Pittsburgh region.

BlackPittsburgh.com joins the ranks of Black-run media that have historically championed the issues of Black people across the country. Among them is the New Pittsburgh Courier, which traces its roots back to 1910 and was cited several times in the "Portrayal and Perception II" study for the breadth of issues it covered in the region's Black community.

Rob Taylor Jr., the Courier's managing editor, contends that having a Black-led publication with Black staff has enabled the newspaper to publish work that is "powerful, impactful, and really pushes the envelope." But he asserted that making any impact possible starts with supporting Black journalists.

"I always say that a real true sign of diversity is hiring more African Americans and creating more wealth for them and their families," Mr. Taylor said. "That's how you really create diversity. Because once you hire them, they can have their voices heard and they can help you make decisions that truly increase diversity. It just can't be an entirely white staff trying to cover African American issues."

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Christiana Dillard is a freelance writer. Her last story for *h* was published in Issue 1, 2019, and looked at the #MeTooPA initiative that provides a hotline for survivors of sexual assault and harassment who need legal and counseling advice.



When Pittsburgh schools shut down because of the pandemic, learning hubs like this one at the Boys & Girls Club in the city's Lawrenceville neighborhood opened and were able to meet safety protocols because of limited enrollment. The hubs became both child care and education lifelines for children such as June Radder, 6, foreground, and their families.







# CHILD CARE INGENUITY

As working families in the Pittsburgh region struggled with child care during the pandemic, local nonprofits and government agencies partnered, with foundation support, to provide a variety of innovative solutions to meet the need. By Cristina Rouvalis

Jared Wickerham

# I

## inside her Hill District home

Danielle Miller taught preschoolers through a computer screen, a daunting task for the Head Start teacher. Even more frustrating, she couldn't do her job during the pandemic without ignoring her own child — 8-year-old Erin.

As Erin's third-grade year started remotely at Pittsburgh Dilworth in September, the little girl wanted to work alongside her mother, but that was impossible because of the dueling sounds of their respective lessons on separate computers. Ms. Miller, 48, was racked with maternal guilt as she sometimes shushed her daughter or told her to wait while she finished a lesson with one of her students.

"It was so frustrating, and I felt horrible," said Ms. Miller, who works at the Head Start program serving students and staff at Pittsburgh Westinghouse Academy 6-12. "How can I help everyone else's children and not my own? You want to do better, but how do you do better?"

What saved her was when a friend told her about the opening of the Allegheny County Learning Hub at the Thelma Lovette YMCA in the Hill District. Learning hubs, scattered throughout the county, allowed a set number of children from a variety of schools and grades to work together in a safe space. The hubs provided free earphones, WiFi, adult supervision and socialization with other kids while maintaining pandemic protocols such as mask wearing, social distancing and regular disinfecting of surfaces.

The hubs' ability to limit the number of students participating made it possible to maintain social distancing guidelines. Local public schools could not implement such attendance restrictions, along with the associated protocols,

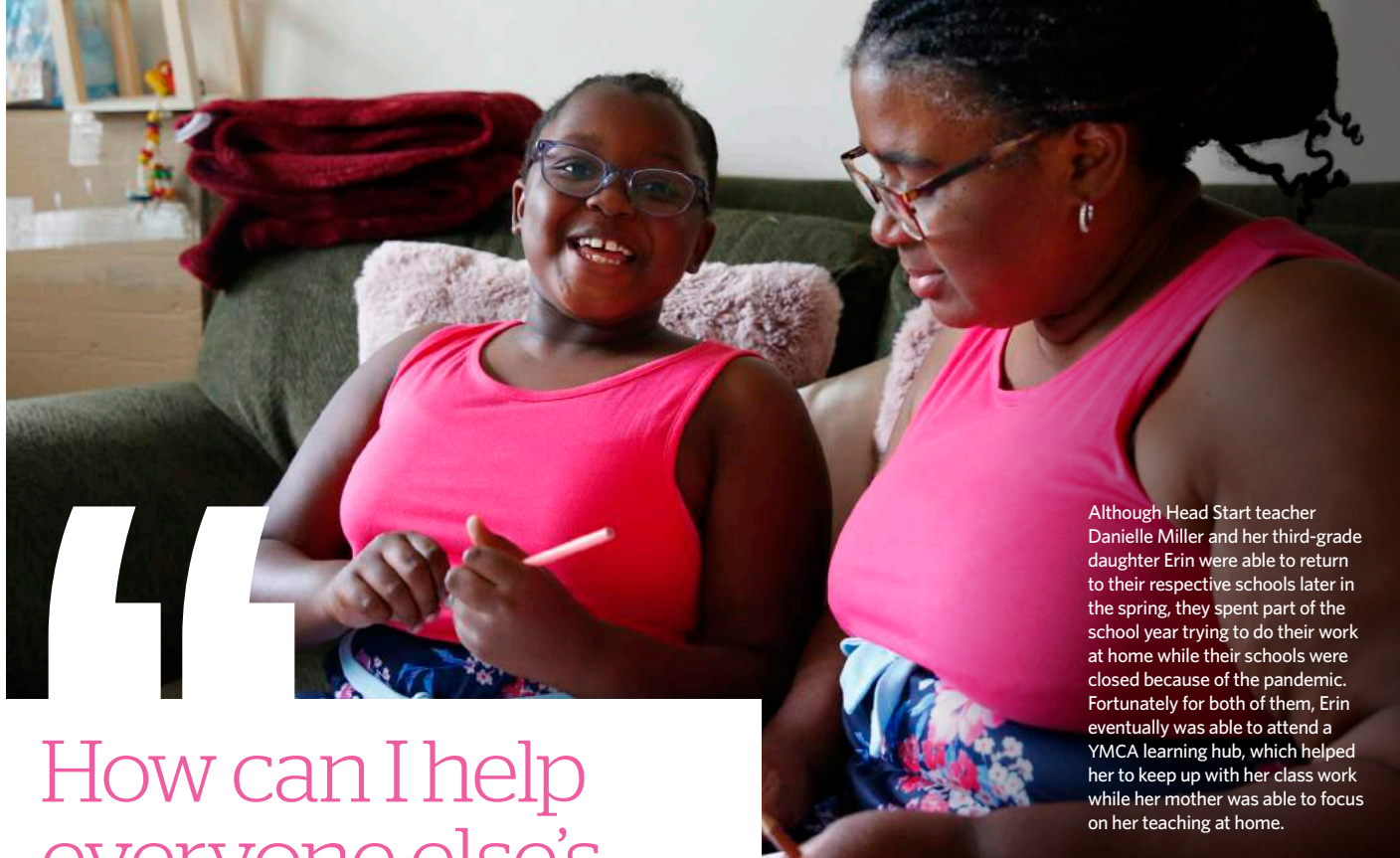
as quickly and easily. That's why schools in the Pittsburgh district were closed until April, when officials began phasing in students' return to the classroom based on factors such as their ages and the degree of challenges they faced with online learning at home.

Erin started going to the YMCA learning hub in October and continued attending part time after schools reopened to the end of the school year. Both mother and daughter appreciated the time that the hub provided Erin for learning while giving each of them breathing space to get their work done.

"She's an only child, and it gave her an opportunity to socialize with other kids," Ms. Miller said. The learning hub staff also communicated regularly with her teachers at Pittsburgh Dilworth and taught her the computer skills needed for remote learning. "It took a lot off my plate," Ms. Miller said. "It's awesome."

The learning hubs were produced through a partnership between Allegheny County government, Allegheny County Partners for Out-Of-School Time (APOST) and Trying Together, a nonprofit that advocates for high-quality care and education programs for young children and quality supports for their caregivers.

With support from local funders, including The Heinz Endowments, the Allegheny County Department of Human Services has been working with other organizations to come up with a variety of innovative solutions for child care and early childhood education during the pandemic. From emergency financial assistance to caregivers to research on child care to interventions for vulnerable parents, the collaborations have



Although Head Start teacher Danielle Miller and her third-grade daughter Erin were able to return to their respective schools later in the spring, they spent part of the school year trying to do their work at home while their schools were closed because of the pandemic. Fortunately for both of them, Erin eventually was able to attend a YMCA learning hub, which helped her to keep up with her class work while her mother was able to focus on her teaching at home.

Jared Wickenham

“How can I help everyone else’s children and not my own? You want to do better, but how do you do better?”

**Danielle Miller**, teacher, Head Start program serving Pittsburgh Westinghouse Academy 6-12

been helping families that have been experiencing extreme levels of stress because of the shutdowns.

In fact, the global health crisis spurred new cooperative efforts among local foundations, which stepped up their commitment to child care. When The Pittsburgh Foundation announced in August that \$9 million had been raised through its Emergency Action Fund to assist 313 organizations during the pandemic, President and CEO Lisa Schroeder cited child care as one of the highest priorities. The four largest foundations in the region—The Pittsburgh Foundation, Richard King Mellon Foundation, and Hillman Family Foundations and the Endowments—had seeded the Emergency Action Fund with \$1 million each.

“We were all particularly concerned about the pressures and impacts on families with children,” Ms. Schroeder said. “It was clear then that economic recovery for hundreds of thousands of families would be impossible without a functioning child care system, so it was essential to hold it together.”

The pandemic has exposed weaknesses in the child care system, which was fragile even before COVID-19 changed the way people live and work. Now the system has been stretched almost to the breaking point, with child care centers closing, women quitting their jobs, and parents in need of immediate support.

“COVID has not only ripped the Band-Aid off the problems of child care but the stitches too,” Endowments Learning Vice President Michelle Figlar said. “We can no longer ignore that if we want families working, we need to think about how we publicly support the child care sector.”

“Child care is essential for the economy to bounce back during and after COVID. It’s everybody’s issue.”



### Unexpected Deliveries

**T**he \$500 checks arrived in the mailboxes of some caregivers who had been watching their grandchildren, nephews, and nieces during the pandemic.

The family caregivers eyed the checks suspiciously. Was this a scam? Was there a catch?

Afraid it was one of those too-good-to-be-true offers, they called the number on the letter from Trying Together. The staff reassured them that the money was theirs. No strings attached.

The foundation-funded emergency payments had been distributed to approximately 500 family caregivers who had taken on the increased financial and emotional burden of caring for children whose parents had to work. Many parents had stepped back from using larger child care centers, either for health reasons or because their work needs had changed.

“What we saw early in the pandemic was a greater reliance on familial support for care. More people were leveraging their informal network: a grandma, grandpa or an aunt taking care of a related child,” said Cara Ciminillo, executive director of Trying Together.

While the government has provided financial assistance to licensed child care providers, family caregivers were largely overlooked. “This was our way of acknowledging that they too, were carrying a heavier load,” Ms. Ciminillo said.

The family caregivers who received checks were those watching the children whose families were given state child care subsidies based on their incomes. (To be eligible, a family of four could not make more than \$53,000.) Often, their relatives were on tight budgets too, and the extra expense of caregiving was a burden.

What we saw early in the pandemic was a greater reliance on familial support for care. More people were leveraging their informal network—a grandma, grandpa or an aunt taking care of a related child.”

**Cara Ciminillo**, executive director of Trying Together

“They might have lost their job prior to the pandemic,” Ms. Ciminillo said. “The school-aged children were home all day, so their utility bills probably went up. They had breakfast and lunch costs. Maybe they needed to get internet service.”

After they were convinced that the checks were legit, the caregivers were effusive with their gratitude. One woman said she would be able to pay her overdue utility bills. Another said, “This will put food on the table.” A grandfather said the check enabled him to fulfill a simple wish: a new pair of pajamas for his grandchildren.

### Gender Economics

**T**hough learning hubs and family caregivers have allowed some women to keep working, many other women have left the workforce. From February 2020 to January 2021, some 2.3 million women nationwide left their jobs versus 1.8 million men, according to a study by the National Women’s Law Center.

“This is largely because of child care issues,” said Megan Nestor, a data analytics and research strategist for Fourth Economy, a national community and economic development consulting firm. “Then there’s remote learning and all of the complications that come along with having to care for children when there is no infrastructure set up for that.”

Even before the pandemic, there was a scarcity of child care spots in Allegheny County—a gap of 8,640 for children under the age of 5, according to a report by Fourth Economy. And the financial survival of many child care centers was often tenuous, operating on razor-thin margins and with uncertain revenue streams, Ms. Nestor said.

The pandemic made matters much worse. Many centers closed permanently or decreased the number of spaces to allow for social distancing, she said. Unemployed parents stopped sending their kids, further eroding the already fragile finances of child care centers.

“What happens when things return to somewhat normal, and people want to reenter the workforce and send their kids to child care, but there is all of a sudden this dearth of quality care?” Ms. Nestor asked. She contended stable public and private funding of child care centers are needed to provide a reliable revenue stream.

# What happens when things return to somewhat normal and people want to reenter the workforce and send their kids to child care, but there is all of a sudden this dearth of quality care?"

**Megan Nestor**, data analytics and research strategist, Fourth Economy

Another issue is the low pay of child care workers and high staff turnover. The average salary for a child care worker in the Pittsburgh area is \$24,200, according to Fourth Economy. Many of them are women of color, Robyn Tedder, an Endowments Learning fellow, said.

"There are a lot of people working at poverty level," she said. "Some realize they can make more money doing gig economy work," such as driving for Uber.

At the same time, the cost of child care was breaking the budget of many families: The average cost of child care for an infant and toddler in Allegheny County is 39 percent of the budget for a family of four making \$54,000 a year, Fourth Economy found.

As Congress debated the specifics of the American Rescue Plan, which President Joe Biden signed into law in March, the Bipartisan Policy Center advocated for specific language regarding the \$40 billion allocated to child care.

"We also have been working to make sure that child care is included in any infrastructure package," said Suzann Morris, an early childhood fellow at the Bipartisan Policy Center. "Right now, there isn't any federal money that's available to child care facilities for their brick and mortar."

## Parenting Support

**F**ourth Economy has compiled a toolkit for businesses looking for ways to support parents who need to continue working through the pandemic and beyond. The suggestions range from offering more flexible schedules to providing subsidies for child care to employees.

Researchers at UPMC Children's Hospital of Pittsburgh and the University of Pittsburgh have initiated The Pittsburgh Study and partnered with the Allegheny County Department of Human Services to begin a program that supports vulnerable parents who have a new baby. Hello Baby aims to strengthen families and improve family outcomes by connecting parents to a variety of resources.

Parents who agree to participate are compensated for a 30-minute screening, every six months from their child's birth to age 3. They are offered preventive parenting programs that have demonstrated a track record of promoting school readiness, said Daniel Shaw, a distinguished professor of psychology who leads the Early Childhood Collaborative of The Pittsburgh Study. Hello Baby is offered in

locations that parents with young children already frequent, such as pediatrician offices, family support centers, and Women, Infant and Children (WIC) centers.

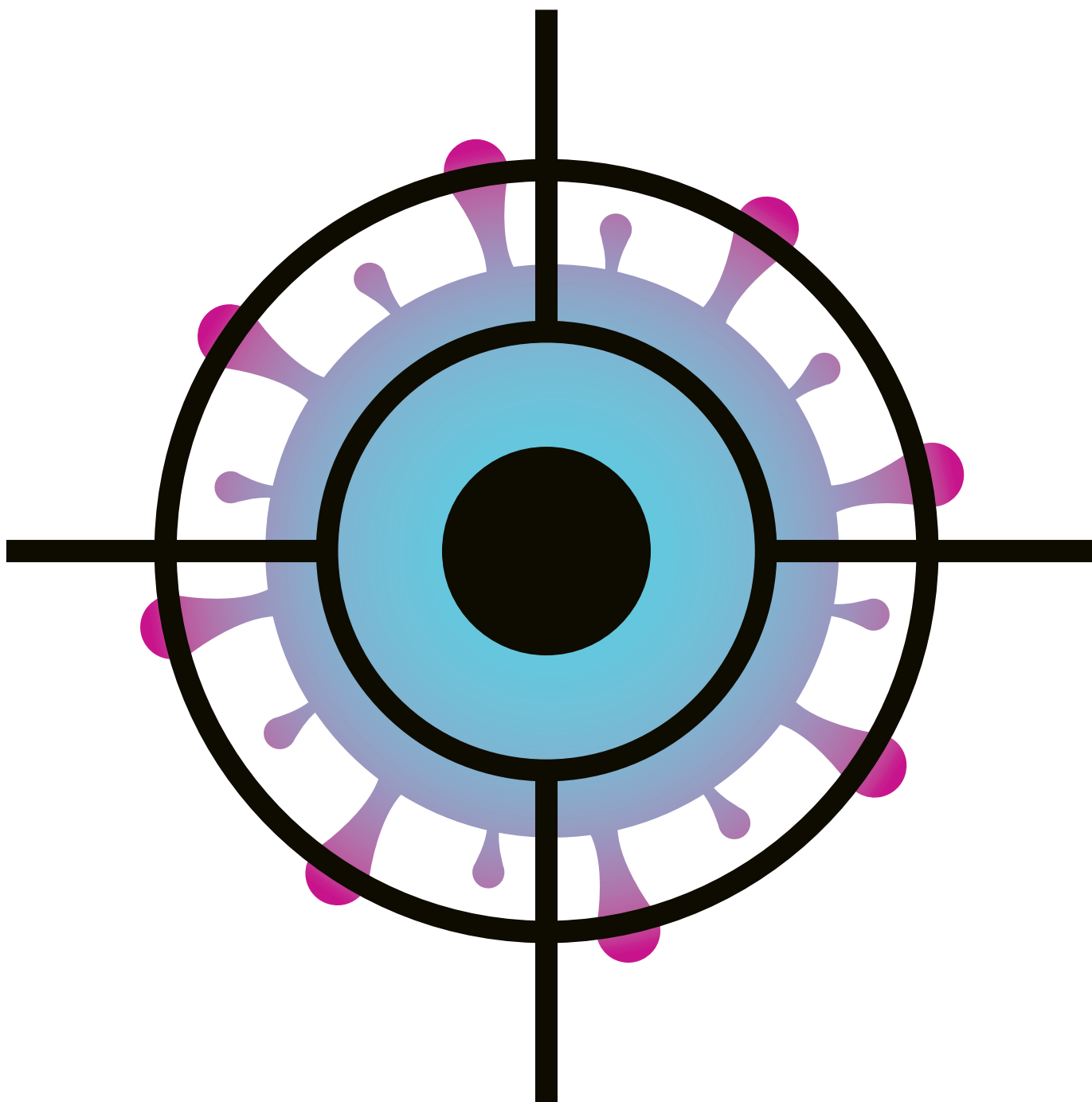
An example of an intervention that is part of the initiative is the Video Interaction Project, which occurs while parents are waiting in pediatric care for their infant's well-child visits. Parents are filmed interacting with a developmentally tailored toy, then offered suggestions about using the toy in ways that promote their child's development.

"Importantly, families get to keep the new toy that is introduced at each visit," Dr. Shaw said.

The intervention programs for families range in intensity from interactive apps to NurturePA, a text-based advice service between new mothers and experienced ones, to more intensive programs such as Healthy Families America, which involves regular in-home visits.

In addition to these initiatives, Allegheny County has hired Rebecca C. Mercatoris as the new director of Children's Initiatives, a move Ms. Figlar applauds as a great step forward in addressing the complex issues of child care and early childhood education.

"It's an opportunity for a universal approach to supporting families and children," she said. "It's an opportunity to leverage what we're going to need to do for our economy to bounce back." **h**





# OUR BEST SHOT

In a world where developing a vaccine for a dangerous disease used to take years, it turns out getting shots into arms also can be a considerable challenge. By Julia Fraser

St. Patrick once again fell victim to COVID-19.

Last year, the City of Pittsburgh canceled its parade honoring the Irish patron saint—a local celebration dating back to the mid-1800s—and the bars and restaurants that thrive during such events were shuttered. This March, the scene reflected the glass half-full-or-empty state of the pandemic one year later.

The parade, which was originally scheduled for March 13, was “postponed” to a later date to be determined. A few dozen die-hard revelers walked the would-be parade route on their own, but only a handful of onlookers were there to appreciate them. Some restaurants opened, but to only half of their legal indoor occupancy. And a green beer could only be had with the purchase of a meal.

Meanwhile, daily life in the midst of a global health crisis continued to evolve—and not necessarily in encouraging ways. At the beginning of spring, the average number of new COVID-19 cases per week in Allegheny County was more than 10 times greater than the number a year earlier. New

variants of the coronavirus, believed to be more easily transmitted and dangerous, had been detected.

And the race to administer vaccines that offer relief from the pandemic life was fraught with challenges, ranging from building up supply to developing distribution strategies that ensured equal vaccination access to addressing hesitancy among some about getting the shots.

“The vaccine represents such a sign of hope, of a return to normalcy,” said Tami Minnier, chief quality officer at UPMC. “But the biggest challenge [initially] was availability. When the announcement [of the vaccines] started in early December, the world pivoted to: ‘When can I get my vaccine?’”

For federal and local government officials, health care organizations and nonprofits in the U.S., the struggle later morphed from trying to get more vaccine to people to trying to figure out how to get more people to want the vaccine.

The most ambitious mass vaccination effort in our country’s history began late last year after the U.S. Food and Drug Administration gave emergency approval to two COVID vaccines developed by the drug makers Pfizer-BioNTech and Moderna. Both use synthetic messenger ribonucleic acid— mRNA—to instruct the body’s immune system to see “spike” proteins on the COVID virus as an intruder and make antibodies to fight it. Several news stories described how mRNA science is more than four decades old, but only recently has it been used against a fast-moving virus.

Both were among what The New York Times has reported as nearly 100 vaccines developed in laboratories worldwide as scientists around the globe focused on stopping COVID. Both went from the lab to the arms of Americans in months rather than years. And the developments of both were boosted by the federal government agreeing to buy tens of billions of dollars’ worth of vaccine.

A third vaccine developed by Johnson & Johnson earned FDA approval in February. It tells the body to launch an immune response to COVID by engineering a harmless adenovirus—a virus family that includes common colds—to deliver those instructions. Like the Pfizer and Moderna vaccines, the Johnson & Johnson shot was found to be highly effective at preventing serious COVID infections that lead to hospitalizations and deaths.

The first vaccine in the Pittsburgh region went into the arms of five UPMC employees in December. Immediately after that, demand for the shots skyrocketed, outstripping the supply on hand for several months in southwestern Pennsylvania, the state and the nation.

The logistical challenges were daunting. States and counties clamored for more vaccines to meet demand, making it clear that inoculating the public had to be done in phases. The Pfizer and Moderna vaccines require two shots spaced 21 days apart for Pfizer and 28 days apart for Moderna, which complicated scheduling. The two mRNA vaccines had to be shipped and stored in ultra-cold freezers. Supply chains had to be established. Vaccine registration systems had to be created. Armies of workers had to be trained to give the shots. Venues had to be secured.

The U.S. Centers for Disease Control and Prevention issued guidance to the states for prioritizing who gets the shots. Health care workers and residents of long-term care facilities stood at the front of the line. They were followed by

**“THE VACCINE, IF ENOUGH OF US GET IT, WILL ALLOW US TO RETURN TO NORMALCY. BUT TO GET THERE WE MUST ERASE VACCINE HESITANCY AND REPLACE IT WITH VACCINE CONFIDENCE.”**

**Dr. Debra Bogen**, director,  
Allegheny County Health Department



**America's massive vaccination effort began in December after the U.S. Food and Drug Administration gave emergency approval to the Pfizer-BioNTech and Moderna COVID-19 vaccines, followed in February by FDA approval of the Johnson & Johnson vaccine. But this critical first step was just the beginning of what became an arduous journey to get shots in the arms of the majority of people across the country.**



## Authorization

On Dec. 11, 2020, the U.S. Food and Drug Administration gave emergency approval for the Pfizer-BioNTech COVID-19 vaccine to be used in individuals 16 and older. It was the first vaccine authorized in this country as part of the battle to bring an end to the deadly global pandemic. In May, the FDA expanded the emergency authorization for the Pfizer vaccine to include adolescents ages 12 to 15.



## Distribution

The first deliveries of COVID-19 vaccines began Dec. 13, 2020. Specific amounts of COVID-19 vaccine doses were made available to states and jurisdictions, initially with only local leaders determining distribution. Federal officials became more involved in the distribution process this year.



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## Vaccination

Charmaine Pykosh, a nurse practitioner, was among the first staff at UPMC Children's Hospital of Pittsburgh to receive the COVID-19 vaccine after it arrived Dec. 14. The Centers for Disease Control and Prevention initially recommended prioritizing health care personnel and residents of long-term care facilities to receive the vaccination first.



## Hesitation

As the vaccine supply increased, hesitancy about getting vaccinated also grew among some groups. In the spring, nearly 12 percent of adults in America reported being hesitant about receiving a COVID-19 vaccine, according to a U.S. Census Bureau survey, with reasons ranging from concern about the vaccine's side effects to distrust of the government.



older residents and groups of people whose places in line were based on their exposure to others in their work.

But most of the responsibility of getting vaccines in the arms of their residents fell on state and county governments, particularly during the early months of the rollout.

“The number one challenge was the supply of vaccine, which resulted in the need for priorities and increased the anxiety of community members waiting to be vaccinated,” said Dr. Debra Bogen, director of the Allegheny County Health Department. “There was a great deal of uncertainty for many people, including the Health Department, as we waited to hear what vaccine we were receiving.”

The county Health Department, which typically received about 11 percent of the vaccine delivered to the county, focused its vaccination efforts on the general public, starting with people 65 years or older and those 16 years or older with compromised health conditions in an effort to stem hospitalization or death due to COVID-19. But the priority phases were an imperfect tool to stem health inequities.

The Black Equity Coalition, a Pittsburgh-based group of medical doctors, public health researchers, and business and community leaders, stepped in to make sure the region’s Black community wasn’t left out of the conversation.

“While it is true that most of the hospitalizations and deaths are age 65 and older across race, we know that at younger ages, Blacks are disproportionately affected. They have much higher rates of hospitalizations and deaths,” said Dr. Tiffany Gary-Webb, a member of the coalition and an associate professor in the departments of epidemiology and behavioral and community health sciences at the University of Pittsburgh Graduate School of Public Health.

She and other coalition members insisted that from an equity perspective, the age category needed to go lower, particularly for Black communities.

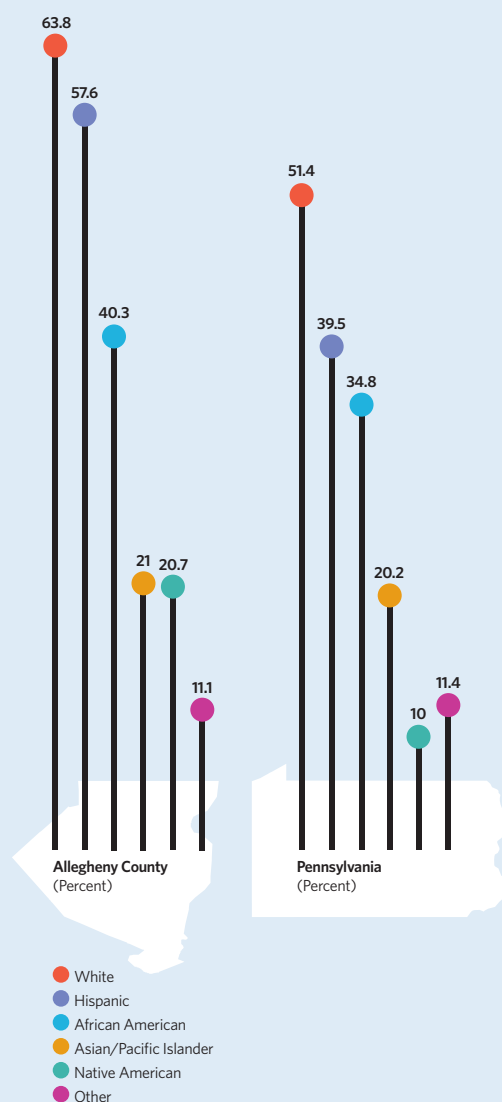
During the first months of the vaccine distribution, registration for scarce vaccination appointments was almost exclusively done online—a disadvantage for seniors of all races and others who lacked Internet access or the ability to navigate county and hospital websites.

In response, the United Way of Southwestern Pennsylvania partnered with the Health Department to use its 211 hotline system to schedule appointments over the phone for those unable to do so online—an effort that The Heinz Endowments helped fund. Those answering the phones were swamped with 15,000 calls per second the first day.

“It’s amazing that the whole system didn’t crash,” said Bobbi Watt Geer, president and CEO of the United Way of Southwestern Pennsylvania. “We had floods of calls. There was

## Disparities

From access to essential services to the job market to testing availability and now to vaccinations, participation rates for people of color have lagged behind those of white individuals. The chart below shows the vaccination rates for different racial groups based on the information collected by the Pennsylvania Department of Health for those who have received at least one vaccine dose. The information reveals not only the vaccination rate disparities but also data gaps in tracking race at the county and state levels. The designation of “other” indicates the percentage of vaccinated people at each level whose race is unknown. (Note: A national comparison is not included because racial statistics are collected and reported differently by federal officials.)



\*As of June 16, 2021

only so many we could put in the queue. The sheer volume and the desire to get the vaccine was there and it continued.”

Another challenge was communication along the complicated supply and distribution chain involved in the mass vaccination campaign, said Alison Beam, acting health secretary for the Pennsylvania Department of Health.

“You have the federal government, who does the purchasing and the allocating to states. The state does the allocating to the provider network, which administers the shots, and you have patients who have to go and seek getting vaccinated,” she explained. “Having that many folks play a role in one process is always a potential for confusion.”

The federal government took a more aggressive role in the vaccine rollout following President Joe Biden taking office in January. The government bought an additional 100 million doses each of the Pfizer and Moderna vaccines. President Biden also brokered a deal that recruited drugmaker Merck to help accelerate production of the Johnson & Johnson vaccine. Money for vaccine administration was included in a \$1.9 trillion stimulus package signed into law in March.

The availability of vaccines expanded, widening eligibility. Allegheny County added vaccine clinics as supplies increased. Local hospitals and other health care providers expanded appointments. Large venues, such as PNC Park, were used as mass vaccination sites.

At the beginning of April, President Biden announced all adult Americans would be eligible to get the vaccine by April 19 rather than his original goal of May 1. Pennsylvania Gov. Tom Wolf had set April 19 as the state’s mass eligibility date weeks earlier and later moved it up the calendar to April 13. In May, the FDA authorized the Pfizer vaccine to be given to adolescents ages 12 to 15.

As eligibility opened up, gaps persisted, Dr. Bogen said. The Health Department was determined to address any geographic, racial or age-related gaps in distribution through “ongoing conversations with other providers in the county” so that different agencies could work with each other to address needs.

Identifying gaps in vaccination distribution across race wasn’t easy. While the state mandated that providers report race for those they vaccinated, many were slow to do so. By mid-June, the races of more than 11 percent of the people vaccinated in Allegheny County were still unreported.

Mark Lewis, president and chief executive officer of POISE Foundation, which supports and advocates for Black residents and communities in the Pittsburgh region, and member of the Black Equity Coalition, decried the lack of data.

“If a certain community is experiencing a higher rate of cases, a higher rate of hospitalizations, a higher rate of death, then, when I’m rolling out the vaccine, I’m going

to proportionally put the vaccine in those places,” he said. “Unfortunately, race is not being collected. How do you determine if the vaccine is getting to the most vulnerable places that are experiencing the highest rate if you’re not collecting race?”

Then, as the vaccine supply increased, it became apparent that not everyone was lining up for a shot. The U.S. Census Bureau’s Household Pulse survey found that the reasons for hesitancy ranged from concern about the vaccine’s side effects to distrust of the government.

“The vaccine, if enough of us get it, will allow us to return to normalcy,” Dr. Bogen said. “But to get there we must erase vaccine hesitancy and replace it with vaccine confidence.”

The COVID-19 pandemic has offered several important lessons about the nature of global health crises, experts said.

“In the beginning, there was a complete misunderstanding about what a pandemic is,” said Maureen Lichtveld, dean of Pitt’s Graduate School of Public Health. “It’s not a medical problem. It’s not a clinical problem. It’s a public health problem.”

It’s also a crisis that goes beyond the reach of public health agencies.

The first lesson Dr. Bogen said she’d take away from this past year is that the pandemic affected everyone differently.

“It is challenging, but important, to address the needs of every individual person — and those needs span well beyond what public health agencies alone can tackle,” she said.

The pandemic exposed, for example, how chronic disparities across races and communities is a crucial issue that goes deeper than public health expertise.

Symptoms of disparities have historically received more attention than their root causes, according to Dr. Lichtveld. Investment in addressing those causes and in improving public health preparedness, she said, is “the best way we can be more effective come the next pandemic.” **h**

**“IN THE BEGINNING, THERE WAS A COMPLETE MIS-UNDERSTANDING ABOUT WHAT A PANDEMIC IS. IT’S NOT A MEDICAL PROBLEM. IT’S NOT A CLINICAL PROBLEM. IT’S A PUBLIC HEALTH PROBLEM.”**

**Maureen Lichtveld**, dean, University of Pittsburgh Graduate School of Public Health

## NEW LEADERSHIP, MOONSHOT PROJECT

The Pennsylvania State University has appointed Justin W. Aglio as senior director of the Endowments-funded Readiness Institute at Penn State, which is a unit of the Penn State Outreach division of the university. Mr. Aglio brings nearly 20 years of experience in various leadership and teaching positions in primary, secondary and higher education, most recently serving as the director of Academic Achievement and District Innovation and director of Innovation for Montour School District in McKees Rocks, Pa.

In January, Penn State Outreach officially assumed operation of the Readiness Institute, which was piloted last year through a partnership between the Endowments and the Consortium for Public Education. Additional funding from the Endowments enabled management of the institute to

be transferred to Penn State Outreach, where it serves as a learning lab in which education, industry and community partners create meaningful experiences for students from diverse backgrounds so that they develop skills and values needed for success. The program is physically located in the Energy Innovation Center in Pittsburgh.

One of the Readiness Institute's first major projects this year involved collecting thousands of messages of hope from around the globe that will be sent to the moon as part of the program's Hope Moonshot. The institute is working on the project with the Pittsburgh-based spacecraft company Astrobotic and a California nonprofit called Global Moonshots in Education. Although a date has not been set, Astrobotic is planning to send a spacecraft to the moon later this year. The firm is allowing the institute's collection of messages, which have been saved on an SD card, to be placed in a storage capsule that will be sent to the moon aboard Astrobotic's Peregrine lander, which will also carry cargo from 16 commercial customers and NASA.



## PROSPERITY FOR ALL

The Heinz Endowments has awarded its largest single grant ever — \$30 million over six years — to support the launch of the Center for Shared Prosperity, a Carnegie Mellon University initiative designed to apply the university's intellectual capital, innovation and wealth creation to overcoming long-standing barriers to equity in the Pittsburgh region. The center, which was unveiled in April, will bring together a range of Pittsburgh organizations and neighborhood leaders to work with university researchers and staff as part of a long-term effort to address the economic and social well-being of the region and its citizens.

The Center for Shared Prosperity has three core areas of focus: building a community-university partnership, creating common ground for collaboration through data visualizations, and activating Carnegie Mellon's new mission pillar: shared prosperity. Through community-university partnerships, the center will collaboratively set agendas using a data-driven and community-informed perspective and convening working groups that focus on specific issues.

Steve Mellon

## A FOND FAREWELL

Earlier this year, The Heinz Endowments board and staff members commemorated the retirement of James M. Walton, shown below during a 2003 boat tour of river-front development, from the foundation's board of directors. For nearly 35 years, the vice chairman emeritus served on the boards of the Endowments and the former Vira I. Heinz Endowment, which he chaired. (The Vira I. Heinz Endowment and the Howard Heinz Endowment were merged to form The Heinz Endowments.) Mr. Walton's contributions to the Pittsburgh region as a business and cultural leader include years of service as an executive with the Gulf Oil Corp. and as president of the Carnegie Institute, now known as the Carnegie Museums and Carnegie Library.

As head of the Carnegie Institute, he oversaw plans for visionary growth of the institution, which eventually resulted in the construction of the Andy Warhol Museum and the Carnegie Science Center. Mrs. Teresa Heinz, who was Endowments board chair and currently serves as the foundation's chair emeritus, expressed her appreciation of Mr. Walton's respect and support over the years.

"Now that my sons have taken the helm of one of the nation's most respected family foundations, I am thankful for all that we accomplished together," she said in a farewell statement. "It has been a remarkable journey... I am sorry to see you leave the board, but I am grateful for your friendship and your dedicated loyalty to The Heinz Endowments all these many years."







## WASTEFUL SENTENCING

As part of an effort to promote sentencing reform, an Endowments-funded study by the Philadelphia Lawyers for Social Equity released earlier this year found that the mandatory life-without-parole sentence for second-degree murder in Pennsylvania costs lives that could be rehabilitated and costs taxpayers' billions that could be invested elsewhere while not making anyone safer.

In Pennsylvania, people who participate in a felony such as robbery or kidnapping that results in death can be convicted of second-degree murder, which is only punishable with life in prison. The sentence applies

even if, for example, an individual acted only as a getaway driver or a lookout without knowing that an accomplice was armed. Those convicted of second-degree murder are denied the chance for parole and can only be released through commutation.

According to "Life Without Parole for Second-Degree Murder in Pennsylvania: An Objective Assessment of Sentencing," seven in 10 Pennsylvanians incarcerated for second-degree murder are Black, though Black residents represent just 12 percent of the state's population. White people have received 21 percent of second-degree murder sentences, even though they make up 82 percent of the population. The analysis, which was commissioned by Pennsylvania Lt. Gov. John Fetterman, also showed that almost three-quarters of those serving second-degree murder sentences were 25 years old or younger at the time they committed the crime. Research has shown that the brain is not even fully developed until age 25.

## ADVANCING DIVERSE LEADERSHIP

Evan Frazier, founding director of The Advanced Leadership Initiative (TALI), has been named president and CEO of The Advanced Leadership Institute, Inc. (TALI Institute). Mr. Frazier was able to leave his position as senior vice president of Community Affairs at Highmark Health and assume this new role after the program received a grant from the Richard King Mellon Foundation to support TALI's expansion into an institute. The initiative was started in 2018 to increase corporate diversity in southwestern Pennsylvania by investing in African American executive talent and has received support from several local corporations and foundations, including the Endowments, with Carnegie Mellon University serving as the academic partner.

Earlier this year, the institute announced the 2021 cohort of its Executive Leadership Academy, which is beginning its third year. The 28 individuals, who hold top-level positions in for-profit corporations, nonprofit agencies, business and education, participate in an eight-month, world-class executive education program through Carnegie Mellon University's Tepper School of Business. The program provides leadership development training as well as a curriculum that addresses the specific challenges faced by African Americans in the workplace. Cohort members also are matched with a professional coach and an executive mentor to guide participants in leveraging relationships and maximizing their experience.

## DEFENDING VOTING RIGHTS

Heinz Endowments President Grant Oliphant was among the more than 60 foundation and other philanthropic leaders who have joined business executives, scholars and celebrities in protesting efforts in more than 45 states to restrict voting rights. The objections outlined by the heads of philanthropies from across the country were presented in a two-page ad titled "We Stand for Democracy" and published in The New York Times, The Washington Post, USA Today, and The Wall Street Journal. The signatures followed a brief statement:

"A government of the people, by the people. A beautifully American ideal, but a reality denied to many for much of this nation's history.

As Americans, we know that in our democracy we should not expect to agree on everything. However, regardless of our political affiliations, we believe the very foundation of our electoral process rests upon the ability of each of us to cast our ballots for the candidates of our choice. For American democracy to work for any of us, we must ensure the right to vote for all of us. We all should feel a responsibility to defend the right to vote and to oppose any discriminatory legislation or measures that restrict or prevent any eligible voter from having an equal and fair opportunity to cast a ballot. Voting is the lifeblood of our democracy, and we call upon all Americans to join us in taking a nonpartisan stand for this most basic and fundamental right of all Americans."



Corey O'Connor

## A PLACE FOR PLEASURE AND PEACE

A 15-foot metal barn swallow sculpture, left, is among the new features of the \$9 million, two-acre Plaza at Hazelwood Green that opened in May as a public space for recreation and relaxation as well as an event location. The plaza is part of the transformation of a former 178-acre steel mill into Hazelwood Green, for which plans include new high-tech office and lab space, housing, and riverfront amenities. The development is owned by the Almono partnership consisting of the Endowments, the Richard King Mellon Foundation and the Claude Worthington Benedum Foundation.

Among the other plaza features, so far, are a water sculpture centerpiece constructed from 16,000 square feet of granite slabs with a skim of water flowing over them; decorative tree grates with images of leaves and nuts of the hazel tree for which the neighborhood is named; a set of swings made of robotically steam-bent wood; and custom benches.




Future additions to the plaza include a solar canopy to generate power for the site and provide a shady gathering spot; a tree nursery and a meadow with native species of plants and trees, such as redbuds, tulip poplars, sweetgum, magnolia, serviceberry and American hophornbeam; a water bottle filling station; and bike racks and a bike share station.

The Plaza at Hazelwood Green was designed by Gustafson Guthrie Nichol.

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CALLING THE SHOTS. | PAGE 30



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