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THE MAGAZINE OF
THE HEINZ ENDOWMENTS

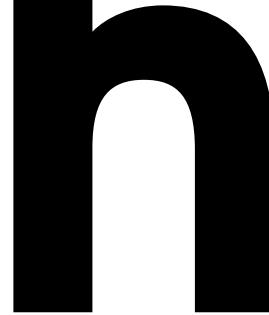
Issue 1 2022



CONTINUED
TRANSFORMATION
OF PITTSBURGH'S
HAZELWOOD
NEIGHBORHOOD IS
PROVING COMMUNITY
REINVESTMENT WORKS

ISSUE 1 2022

INSIDE



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For the past two decades in Hazelwood, residents, nonprofits, foundations, businesses and universities have been pouring energy and resources into reviving the hopes and dreams of the Pittsburgh neighborhood, which had endured disinvestment after its local steel mill closed. All that effort is paying off.

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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 Becky Brindle, John Ellis, Donna Evans Sebastian, Carmen Lee, Scott Roller, Courtney Tolmer. Design: Landesberg Design.

About the cover Bark & Brunch was held in April at the Plaza at Hazelwood Green, a two-acre green space on a former steel mill site in Pittsburgh's Hazelwood neighborhood. The event provided opportunities for children, families and their pets to enjoy outdoor activities. Photo by Joshua Franzos.



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MORE LIVABLE FOR ALL

Similar to many parts of the country, the Pittsburgh region is struggling to provide affordable housing for the growing number of people who need it. Local nonprofits are joining government officials and agencies in trying to devise creative and sustainable solutions. By Donovan Harrell



Jon Krause

TyAsia Pitts first entered Pittsburgh's child welfare system after her mother died when she was 13 years old. When she turned 18, she aged out of the system and struggled to find housing programs in the city that would accept her because of her childhood behavioral issues.

She became homeless for six months, and she didn't have a place to live until she was accepted into Action Housing's My Place program, which helps young adults find affordable housing arrangements. The experience changed her life, she said. Now she wants to change the lives of others through her nonprofit, A Dream House, which aims to open a group foster home for youth ages 12-16.

"It felt so good to know that [My Place staff was] accepting me and giving me a home, and I'd have a roof over my head," said Ms. Pitts, 25, who now contracts with nonprofit Action Housing as a life coach. "It helped me to where I am today."

Ms. Pitts is one of the thousands of Pittsburgh residents who have relied on affordable housing initiatives to meet their basic housing needs as the city continues to grapple with the long-term affordable housing crisis that is plaguing communities across the country. The issue, complicated even more by the COVID-19 pandemic, has been a focus for a number of advocacy groups, foundations and other nonprofits as well as government officials who are searching for solutions amid lingering health concerns and an inflationary economy.

The country has "lost its way" when it comes to affordable housing, said Rob Stephany, The Heinz Endowments' senior program director of Community & Economic Development, which has a portfolio that includes working with groups like Action Housing to increase affordable housing options.

Instead of investing in better publicly funded affordable housing, people have been encouraged to divest from it in the last 40 years, Mr. Stephany said. "[In Pittsburgh], I think that's exacerbated, or in part, created, some of the structural displacement issues that we're seeing across the city predominantly, but in some of the nearby suburbs too."

A COMPLEX, MULTILAYERED ISSUE

Affordable housing advocacy groups and service providers describe Pittsburgh as a city undergoing several rapid transitions, including in its demographics and housing market. They attribute the decrease in affordable housing in the region to a combination of stubborn landlords, ineffective affordable housing policies, and rent and construction cost increases.



Elan Mizrahi

It felt so good to know that [My Place staff was] accepting me and giving me a home, and I'd have a roof over my head. It helped me to where I am today."

TyAsia Pitts, founder of the group foster home A Dream House and an Action Housing life coach

Pittsburgh's lack of affordable housing has been a long-documented issue. Local housing advocates frequently referenced a 2016 report from the Affordable Housing Task Force under former Pittsburgh Mayor Bill Peduto, which found that the city needed roughly 21,000 homes to meet its affordable housing demands. They also referred to The Pittsburgh Foundation's 2016–2017 annual report to the community, "Deconstructing the Housing Dilemma," which found that a resident would need to make a minimum wage of \$15.90 per hour to be able to afford a "moderately priced, two-bedroom apartment."

Furthermore, there were at that time only 34 units of affordable housing available per 100 extremely low-income households, the report said. And about 44 percent of Pittsburgh residents paid 30 percent of their income on housing. By 2021, a Pittsburgh resident needed to make a minimum hourly wage of \$18.08 to afford two-bedroom housing, according to the National Low Income Housing Coalition.

Across the country, the housing crisis has meant rent and home prices have skyrocketed while housing availability has dropped because of the COVID-19 pandemic, according to the Pew Research Center, a Washington, D.C.–based think tank. Roughly half of Americans surveyed in a January 2022 study said the availability of affordable housing in their local communities was a major problem, an increase of more than 10 percentage points from an early 2018 study by the center.

Since the reports by city and Pittsburgh Foundation officials were published, Pittsburgh's housing market has undergone "some serious boom cycles," said Abby Rae LaCombe, program director for RentHelpPGH, a nonprofit that helps Allegheny County residents obtain legal and financial assistance to try to avoid eviction. As a result, rent prices have skyrocketed, increasing tenants' housing cost burdens.

"The costs are through the roof. It's one of those circumstances in the city like the 'First they came for...' poem," Ms. LaCombe said, referencing post–World War II prose by German theologian Martin Niemöller. "And I didn't say anything, because it wasn't my neighborhood. It's only a matter of time before each neighborhood goes through it."

According to the U.S. Department of Housing and Urban Development, the fair market rent in Pittsburgh for a two-bedroom apartment was \$896 a month in 2019 and jumped to \$981 by April of this year. A review of average rental rates in the city for the same years showed actual monthly costs about \$100 higher in 2019 and at least \$400 higher currently, with some real estate websites reporting average rents almost double the HUD fair market rate. At the same time, realtor.com reports that the median home selling price in Pittsburgh was \$175,763 by the end of 2019 and \$246,500 in April.

Pittsburgh had a reputation for years as a city full of mostly moderate- and low-cost housing, noted Lena Andrews, director

of real estate development for Action Housing. The collapse of the steel industry in the '70s and '80s and the resulting migration away from the city led to rent and sales prices dropping even lower due to the lack of demand, she added.

The low prices lasted through the '90s until the city's economy began to rebound throughout the 2000s and 2010s, coinciding with the growth of Carnegie Mellon University and the University of Pittsburgh's computer science and entrepreneurship programs, and tech companies such as Google and Facebook opening offices in the city. Several tech startups, such as Duolingo, maker of a language-learning app, and Argo AI, an autonomous vehicle technology company, have headquarters in Pittsburgh. At the same time, there was a growing nationwide interest in city living, and Pittsburgh wasn't prepared, Ms. Andrews said.

"I think people who were there during that period kind of took for granted that Pittsburgh was always going to be this really affordable place to live," she observed.

Even though advocacy groups had been working to improve affordable housing conditions before the COVID-19 pandemic, it brought more attention to the affordable housing crisis in the country. The pandemic also slowed housing construction and development as construction costs soared and supply chain issues lingered, Ms. Andrews added.

Local and national news reports have chronicled how renters have struggled with the economic fallout of the pandemic as they were laid off or their wages stagnated while landlords still sought their rent payments. Throughout the affordable housing crisis, housing developers and home flippers in the Pittsburgh region and elsewhere typically stuck to one particular business model with profound consequences: Buy a housing unit near the end of its useful life, evict the tenants, renovate the units and increase the rent.

"This business model creates displacement that can have impacts for generations," Mr. Stephany said. "Some families might move to similar or higher-opportunity places. But many, in a search to find an affordable rent, find themselves in places that are disconnected from jobs and family, and with diminished transportation and educational options."

"Place matters when it comes to escaping the grips of poverty. The very families that can benefit the most from their neighborhood's revitalization are often the ones that get pushed out first. That's a condition that needs to change."

Carl Redwood, a member of the steering committee for the Hill District Consensus Group, a community advocacy organization, said these housing trends along with rents increasing to unaffordable levels have been disproportionately forcing Pittsburgh's Black residents out of their longtime neighborhoods. In fact, when the U.S. Census Bureau looked at housing changes in five-year increments based on its American

Community Survey, bureau officials found that between the 2009–2013 and 2014–2018 periods, the city's Black population had declined by nearly 7,000 people compared to a white population decline of 137 people during the same time frame.

"That tendency of pushing folks [out], the tendency of people leaving Pittsburgh, has taken place for both Black and white Pittsburghers," Mr. Redwood said. "However, the tendency has been when white people leave Pittsburgh, they leave Allegheny County. But when Black people leave Pittsburgh, they don't leave Allegheny County. They just go to the surrounding municipalities."

U.S. Department of Housing and Urban Development data shows that in 1980 Pittsburgh had a Black population of roughly 100,000, with roughly 80,000 Black people living in nearby towns outside of Pittsburgh. Now, Pittsburgh's surrounding towns have a population of about 115,000 Black people while about 67,000 Black people are in the city.

WHAT IS AFFORDABLE HOUSING?

The U.S. Department of Housing and Urban Development generally uses the term "affordable housing" to describe housing in which occupants pay no more than 30 percent of their gross income on housing costs, including utilities. People qualify for affordable housing if their incomes fall below the area median income, or AMI, of their regions at different levels depending on the government program. The income limits range from 80 percent to 30

percent of AMI. According to data from HUD and the Urban Redevelopment Authority of Pittsburgh, the AMI for a single person in the Pittsburgh region was \$59,400 in 2021, which meant that 80 percent of AMI for a single person was \$47,520, 50 percent was \$29,700 and 30 percent was \$17,820. The primary federal resources available to assist renters include public housing, the Housing Choice Voucher Program—also known as Section 8—and the Low-Income Housing Tax Credit program.

Low-income tenants primarily rely on Section 8 vouchers, public housing and housing tax credits, said Diamonte Walker, who stepped down this spring as deputy executive director of the Urban Redevelopment Authority of Pittsburgh. However, these methods, especially vouchers, are too often not enough to cover rent and other living expenses and come with a host of issues, including long waiting lists and a lack of funding, she said.

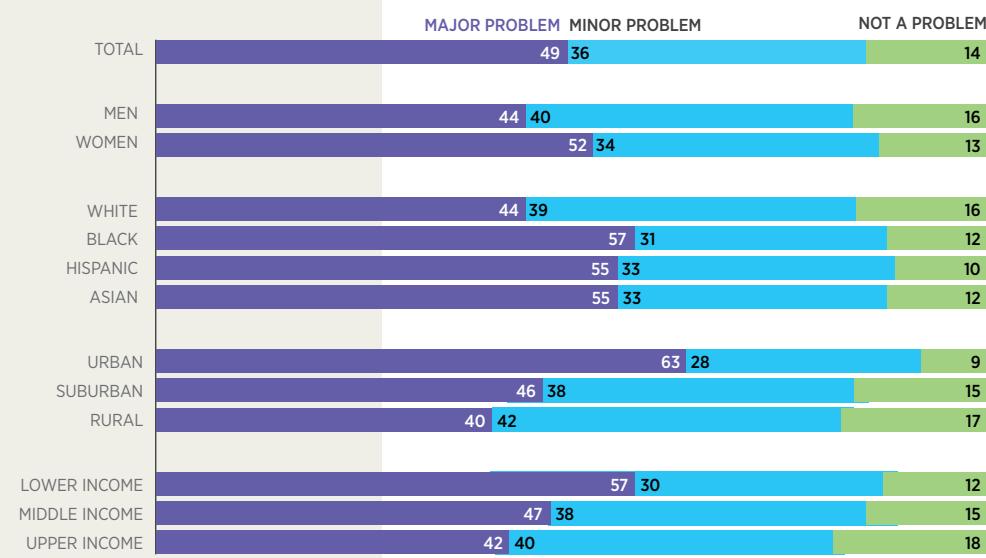
Ms. Walker left the URA to become the inaugural CEO of Pittsburgh Scholar House, the local affiliate of the Louisville-based Family Scholar House, which provides a range of services to support families experiencing poverty that include addressing issues such as unstable housing and helping the families achieve educational, career and family goals. Bringing the Scholar House program to Pittsburgh was an effort of the Endowments' Learning Strategic Area, as part of its family and child well-being focus, in partnership with the Henry L. Hillman and PNC foundations.

THE PULSE OF A NATION

AN INCREASING PERCENTAGE OF AMERICANS SAY AFFORDABLE HOUSING IS A MAJOR PROBLEM.

In October 2021, the Pew Research Center conducted a national, random survey of American adults to obtain their views on the impact of the COVID-19 pandemic on their living conditions and local communities. As part of the survey, for which results were released in January, 9,676 people were given the chance to describe their concerns about the availability of affordable housing, with about half indicating that the availability was a major problem in their communities. (Percentages for those surveyed who did not offer answers are not shown.)

Details about the differences in opinions about affordable housing based on demographics can be found in the accompanying chart and at: www.pewresearch.org/fact-tank/2022/01/18/a-growing-share-of-americans-say-affordable-housing-is-a-major-problem-where-they-live/



www.pewresearch.org/social-trends/2021/12/16/americans-are-less-likely-than-before-covid-19-to-want-to-live-in-cities-more-likely-to-prefer-suburbs

Another complication involving Section 8 vouchers is that landlords are not required to accept them, said Endowments Sustainability Vice President Andrew McElwaine. City officials have tried to compel acceptance, but the courts have found that to be outside their home rule jurisdiction.

Despite the challenges their tenants face, many landlords expect their rent on time — even if some of their properties have unsafe and unsanitary housing conditions, said Kristine Bergstrom, the executive director of Neighborhood Legal Services, a Pittsburgh-based nonprofit that provides legal aid to low-income residents of Allegheny, Beaver, Butler and Lawrence counties.

To make matters worse, renters don't have many legal protections from this, Ms. Bergstrom said. "We don't have a great mechanism for enforcing habitability issues in Pennsylvania," she explained. "You can move, or you can withhold rent and hope the landlord doesn't evict you. And if you're in private housing especially, those are your only options."

A VARIETY OF APPROACHES/METHODS

Affordable housing advocacy groups and developers have used a variety of methods and tools, each with varying success, to improve housing opportunities in Pittsburgh. Some of these include the use of land banks, landlord incentives, legal and rent assistance, eviction services, and low-income housing rehabilitation and construction.

The Heinz Endowments' work in this arena includes two primary strategies: affordable housing policy development and funding advocacy groups and their initiatives, Mr. Stephany said. To help develop policies that advance the construction or preservation of affordable housing or that support efforts to help families and individuals to rent, buy or keep homes, the Endowments has collaborated with community leaders and elected officials from neighborhoods throughout the city, including Hazelwood, Homewood, the Hill District, Perry Hilltop and Fineview, as well as boroughs outside the city, such as McKees Rocks and Wilkinsburg.

Organizations funded by the Endowments provide a range of direct services to individuals struggling to find or retain housing, and advocate for policies that support expanding affordable housing in the region. These groups include Regional Housing Legal Services, Casa San José, Neighborhood Legal Services, Action Housing, RentHelpPGH, Economic Justice Circle, City of Bridges Community Land Trust and Rising Tide Partners.

An example of these efforts includes an arrangement that began last spring between Rising Tide Partners, a nonprofit that received a three-year, \$1 million startup grant in 2019 from the Endowments, and the URA to enable Rising Tide to acquire, preserve and renovate 30 vacant properties in Pittsburgh's East Hills community over five years. The URA approved loaning Rising Tide Partners up to \$481,000 as

part of the project, which includes reselling the properties to neighborhood residents and others who earn 50 percent to 60 percent of the region's average area median income.

Pittsburgh Mayor Ed Gainey, who assumed office earlier this year, and members of his transition committee have been gathering community input to help them create action plans and strategies for implementing housing solutions. During his mayoral campaign, Mr. Gainey described his main approach to addressing the affordable housing crisis as a "people-first development strategy" to improve community benefits, renter protection and a more affordable housing market.

Mr. Gainey previously served as a Pennsylvania state representative and sat on the board of the Urban Redevelopment Authority, playing a key role in the development of the Housing Opportunity Fund. Since 2016, the fund has provided low-income tenants a variety of affordable housing services, including home stabilization, legal assistance, rent assistance and the construction of more affordable housing.

Affordable housing advocates said Mr. Gainey has assembled a strong transition team to address the issue and that they are cautiously optimistic about the new mayor's proposed strategies for addressing affordable housing.

Ms. Walker, who has worked closely with the mayor and his administration, said she's been impressed with the administration's holistic approach to affordable housing and community outreach and engagement.

"If you look at his platform, he's not only talking about affordable housing, he's talking about safety," she said. "He's talking about education. He's talking about arts. He's talking about culture. He's talking about workforce. Those are all of the influences that nurture a fair and balanced system, where affordable housing can take root."

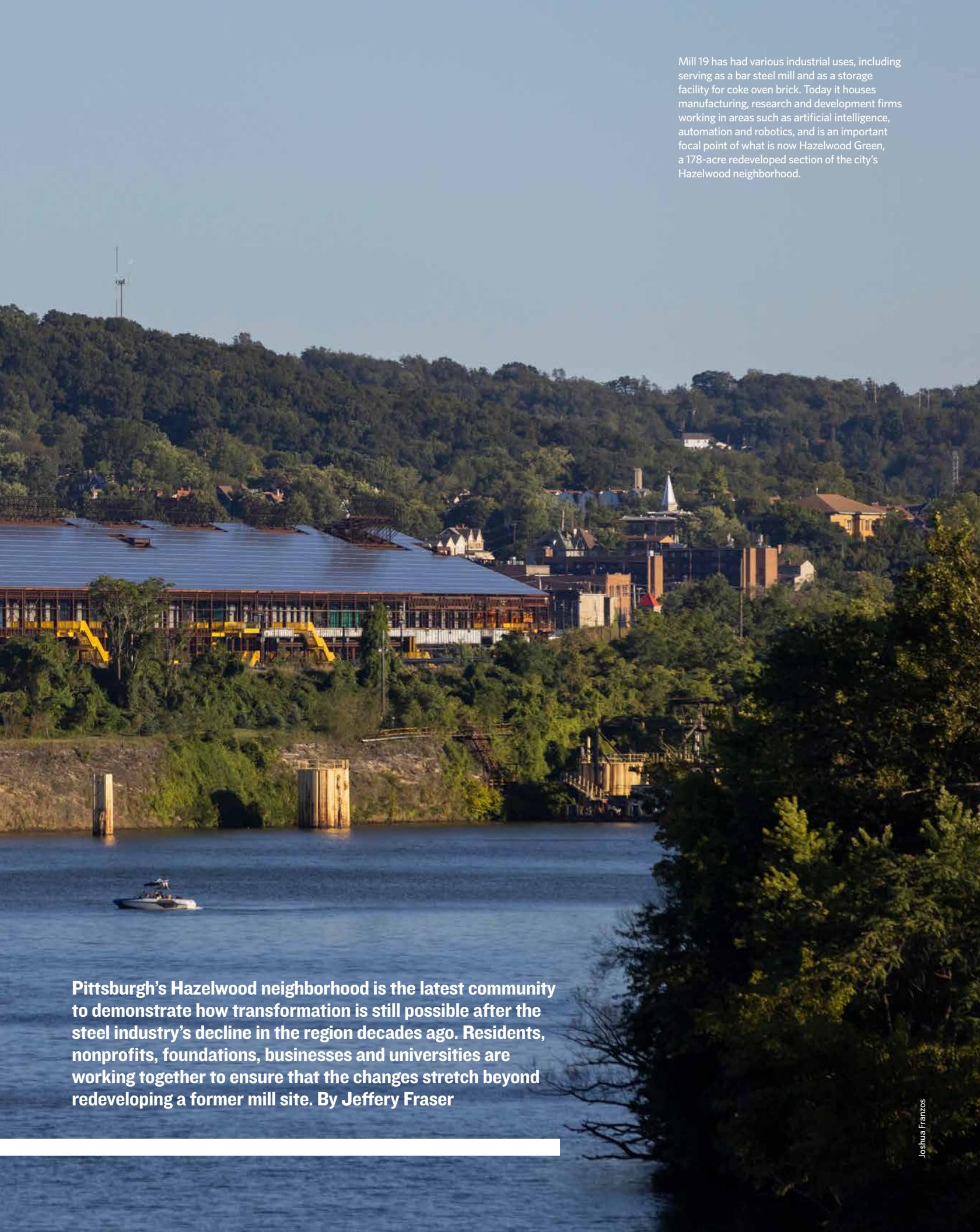
Mr. Redwood said the mayor's proposed strategies sound good, but this doesn't prevent Mr. Gainey's administration from being influenced by politics, housing developers and an inequitable economic system.

"I have seen that happen many times where the politician agrees with what the right thing to do is, but they don't really forcefully pursue it because there are other things that they have to [consider] that they wrestle with as politicians," Mr. Redwood said.

But the development of long-lasting improvements in affordable housing cannot only come from governments and advocacy organizations, Ms. Walker said.

"It's not enough to start fixing problems for people," she asserted. "We've got to put people in the driver's seat and help them to understand their own responsibility within changing Pittsburgh and making Pittsburgh a better, more livable city for everybody. There's a shared responsibility, and, regardless of your income, everybody has a value, everybody has something to contribute." **h**





Mill 19 has had various industrial uses, including serving as a bar steel mill and as a storage facility for coke oven brick. Today it houses manufacturing, research and development firms working in areas such as artificial intelligence, automation and robotics, and is an important focal point of what is now Hazelwood Green, a 178-acre redeveloped section of the city's Hazelwood neighborhood.

Pittsburgh's Hazelwood neighborhood is the latest community to demonstrate how transformation is still possible after the steel industry's decline in the region decades ago. Residents, nonprofits, foundations, businesses and universities are working together to ensure that the changes stretch beyond redeveloping a former mill site. By Jeffery Fraser

The decades-long community work-in-progress has endured three world recessions and a pandemic since The Heinz Endowments, Richard King Mellon Foundation, Claude Worthington Benedum Foundation and McCune Foundation bought the brownfield in 2002 under a partnership called Almono, named after the first syllables of Pittsburgh's rivers — the Allegheny, Monongahela and Ohio. But the transformation effort has gained considerable momentum in recent years, both on Hazelwood Green and throughout the rest of the neighborhood, where residents and nonprofits are gathering the strength to influence the changes taking place.

In the span of two decades, Pittsburgh's Hazelwood neighborhood has shrugged off years of disinvestment that followed the collapse of the steel industry to become a place where an American president visited to witness the vision, renewal and hope it inspires.

President Joe Biden had visited Hazelwood once prior to his arrival on a cold day in late January. He took the stage at Mill 19, a sustainably reimagined former coke works, to stress the importance of more than \$1 trillion in recently approved federal spending to upgrade infrastructure across the country. That morning, as if on cue, the city's Fern Hollow Bridge collapsed some five miles away as a reminder of the consequences of neglect.

Hazelwood offered a more uplifting story. Its steel mill had been razed, save for a few structural relics. In its place is a 178-acre, tabletop-flat slice of the neighborhood overlooking the Monongahela River known as Hazelwood Green. The property is fast becoming the city's latest hub of technological innovation and a high-profile demonstration of new brownfield development standards that are mindful of raising the housing prospects of local residents instead of displacing them.

"Right here in Pittsburgh, the future is being built on the foundation of this city's storied past," President Biden said.

The three-building Mill 19 district of Hazelwood Green, owned by the Regional Industrial Development Corporation, is already home to the Advanced Robotics for Manufacturing Institute, Carnegie Mellon University's Manufacturing Futures Institute, Catalyst Connection and Aptiv — high-tech tenants engaged in fields ranging from artificial intelligence and autonomous vehicles to advanced manufacturing and developing the workforce innovation industries require.

And there is more to come. Last year, Carnegie Mellon announced it will build its new Robotics Innovation Center there to expand its robotics research and a new Manufacturing Futures Institute to address the technological, training and other challenges confronting U.S. and global manufacturing. The University of Pittsburgh plans to build the Pitt BioForge on Hazelwood Green. The biomanufacturing facility will focus on bringing new cell and gene therapies and other treatments to patients and the market. All three are supported with grants from the Richard King Mellon Foundation.

One month after the president's visit, Tishman Speyer, an international development company, agreed to bring its team and expertise to Hazelwood Green to complete the vision for the property. Grant Oliphant, who was Heinz Endowments president at the time before stepping down at the end of





February, called the deal “a huge milestone for Hazelwood and for Pittsburgh. As we looked around to find a master developer who could take on a challenge of this magnitude, Tishman Speyer quickly emerged as the logical choice.”

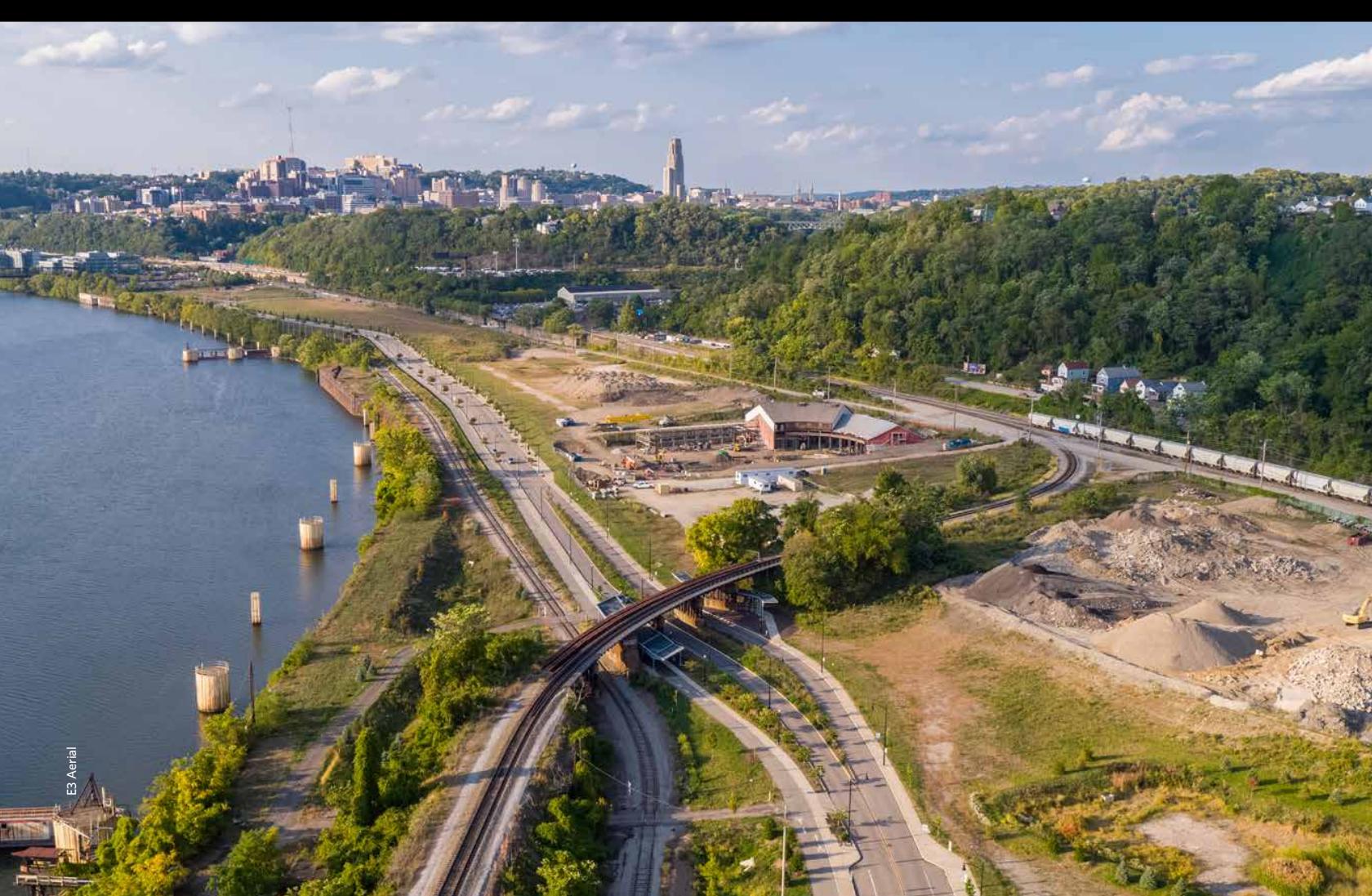
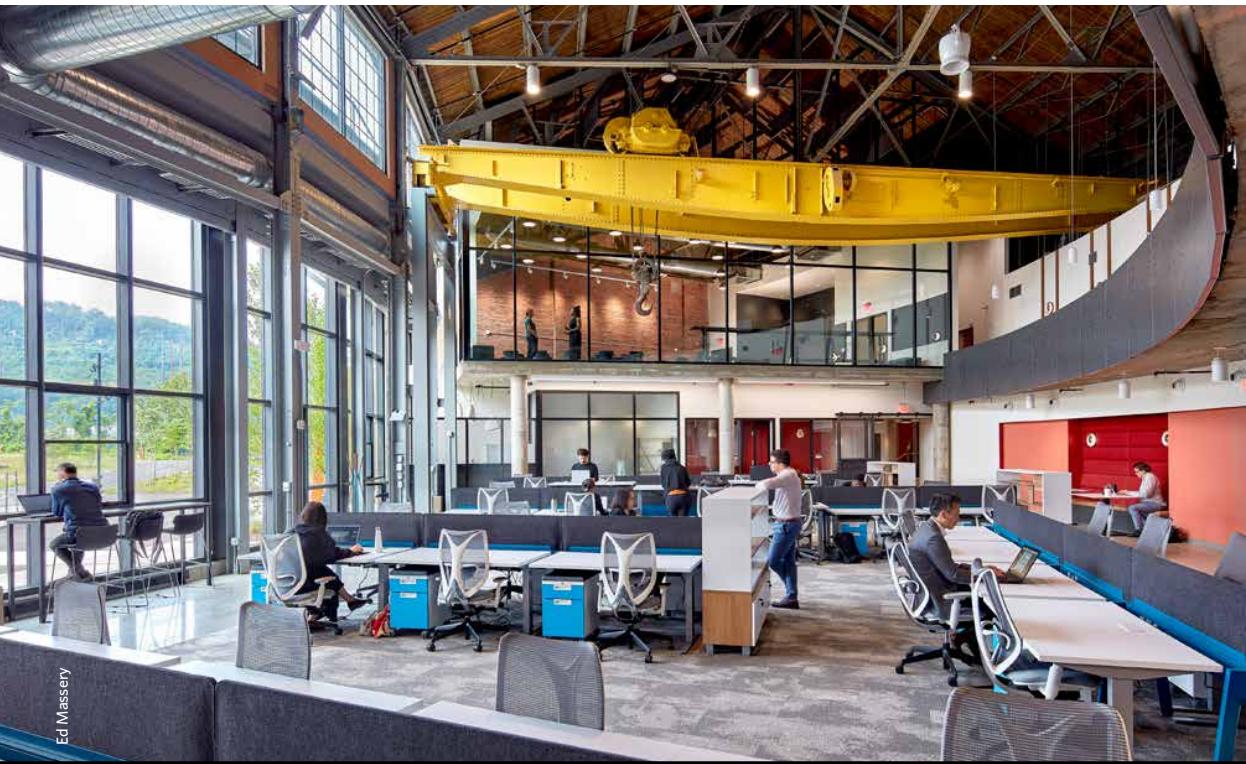
Tishman Speyer is considered a pre-eminent builder and place-maker known for its innovative approaches to architecture, interior design, sustainability and healthy live-work environments. Its current projects include Mission Rock, a mixed-use waterfront development in San Francisco, the Harvard University’s Enterprise Research Campus in Boston and the redevelopment of the Chang’an Steel Mill in Beijing. It is also known for its redevelopment of Rockefeller Center in New York City.

“The imprimatur of a globally recognized company with real estate holdings in many countries is exciting,” said Andrew McElwaine, vice president for Sustainability at the Endowments. “They have the financial resources of a global company and the Rolodex of a global company in terms of attracting tenants to the site that we might not even know about.”

The firm inherits an ambitious development project that, in addition to creating a hub of innovation, includes new affordable and market-rate apartments, parks, open spaces, shops and eateries run by local retailers and other amenities. It is seen as a catalyst for revitalizing the neighborhood, and millions of philanthropic dollars have been invested in making that happen.

Decades of disinvestment have made raising the fortunes of the neighborhood a tall order. Hazelwood’s population was shrinking years before the last coke ovens at the steel plant were shut off in 1998 and has fallen from 13,000 residents in the 1960s to fewer than 5,100. Its once vibrant Second Avenue commercial corridor had been thinned to a

President Joe Biden spoke at Mill 19 at the Hazelwood Green development on Jan. 28 as part of a planned visit to promote increased American manufacturing and innovation. His arrival coincided with the collapse earlier that day of the Fern Hollow Bridge in Pittsburgh, which the president also highlighted in remarks touting his administration’s investment in the country’s crumbling infrastructure.





Heather Mull

DEVELOPING HAZELWOOD GREEN

Hazelwood Green is a 178-acre former brownfield in Pittsburgh's Hazelwood neighborhood that once was home to a plant owned at different periods by the steel companies Jones & Laughlin and LTV Steel. Clockwise from top left: The few remaining industrial structures that have been repurposed include the Roundhouse, formerly a facility for servicing train engines, which is now part of the Silicon Valley-based OneValley global network that supports entrepreneurs and startups. Mill 19, which was first a rolling mill that produced bar steel and later a storage facility for coke oven brick, today houses artificial intelligence, automation, and robotics firms. Overall, the property, which borders the Monongahela River, is undergoing redevelopment as a site for high-tech manufacturing, research and development, residential housing, and green space.

handful of establishments. Census data show the average median income is about half the city average. Some 47 percent of households earn less than \$20,000 a year. More than half of the children live in poverty. Only 56 percent of residents are employed, either full- or part-time.

The promise of a robust tech cluster developing on Hazelwood Green offered the best chance in decades for the revitalization of the neighborhood to move forward in a meaningful way. It also posed a threat. Such developments tend to price residents who've endured the challenging times out of the neighborhood just as it is turning the corner.

"Nobody wants a do-nothing strategy," said Rob Stephany, senior program director for Community & Economic Development at the Endowments. "We now know about what used to be 'unintended consequences.' There's nothing unintended about speculation and rent increases. The question is, when you're making investments, is there a way to bolster the neighborhood and the people who could stand to benefit the most? That's the strategy in Hazelwood."

The Endowments has invested nearly \$87 million in Hazelwood, with the total almost evenly split between support for development at Hazelwood Green and support aimed at improving the neighborhood and the quality of life of the people who live there.

In Hazelwood, the Almono foundation partners found a community where residents and nonprofits had strong ideas and were willing to roll up their sleeves to do the work necessary to improve the neighborhood but lacked resources to do so.

Foundation support to build the capacity of neighborhood groups, such as the Hazelwood Initiative, the local community development corporation, has helped them tackle expensive and difficult endeavors, such as buying a shuttered elementary school to provide a home for a local charter school. In the process, a high level of engagement and collaboration has emerged. And a neighborhood governance structure has taken root to identify goals and direction that included

“THE IMPRIMATUR OF A GLOBALLY RECOGNIZED COMPANY WITH REAL ESTATE HOLDINGS IN MANY COUNTRIES IS EXCITING. THEY HAVE THE FINANCIAL RESOURCES OF A GLOBAL COMPANY AND THE ROLODEX OF A GLOBAL COMPANY IN TERMS OF ATTRACTING TENANTS TO THE SITE THAT WE MIGHT NOT EVEN KNOW ABOUT.”

Andrew McElwaine,
Sustainability vice president,
The Heinz Endowments

stakeholders, from local nonprofits to the universities and companies on Hazelwood Green. Together they have organized as the Greater Hazelwood Community Collaborative.

From public meetings, workshops and surveys, consensus was reached on a neighborhood plan, which was approved by the city three years ago and spelled out community priorities and goals.

"The purpose was to make sure everyone in the community could be engaged in development — that development didn't just happen to us, but with us and through us," said Tim Smith, founder of Center of Life, a family- and youth-focused nonprofit that's been an anchor in Hazelwood for more than two decades.

While developments at Hazelwood Green command the spotlight, other parts of the neighborhood are being quietly transformed through the work of the community partnerships, which have delivered new assets and opportunities for residents.

“THE PURPOSE WAS TO MAKE SURE EVERYONE IN THE COMMUNITY COULD BE ENGAGED IN DEVELOPMENT—THAT DEVELOPMENT DIDN’T JUST HAPPEN TO US, BUT WITH US AND THROUGH US.”

Tim Smith, founder, Center of Life

Duquesne University's Center for Integrative Health joined the Greater Hazelwood Community Collaborative and a roundtable of nonprofits four years ago when it opened an asthma clinic in the neighborhood. Its involvement in Hazelwood has expanded ever since.

After the neighborhood plan included high rates of cardiovascular disease, diabetes and mental illness among residents' top concerns, the university began working with local partners, such as the Hazelwood Family Health Center, to address those conditions. The university installed its Bridges to Health program in the neighborhood, hiring and training residents as community health workers to bring chronic health screenings, individualized health plans and other services to their neighbors' doorstep. And it joined other partners to prescribe a diet and exercise regimen for residents with cardiovascular disease that includes vouchers that can be redeemed for fresh food at the local market.

"By having everyone at the table, we are able to pull together the resources that already exist and enhance capacity, bringing in resources from the university, if needed," said Center for Integrative Health Director Jennifer Elliott. "They know the neighborhood. They drove the development and implementations of the program. They knew what would work and what wouldn't."

As development at Hazelwood Green intensifies, so have the efforts to keep residents in place, rather than being priced out of the community by the anticipated success of the emerging innovation center.

Hazelwood Initiative and a few nonprofit partners have raced to bolster the supply of affordable housing as a hedge against an expected rise in speculation and property values. Their strategy is straightforward: Buy as much property as they can afford, rehab it and keep it affordable for residents who'd otherwise be forced to move.

"If you don't control property, you don't control anything," said Kendall Pelling, executive director of Rising Tide Partners, a community land recycling nonprofit working in several Pittsburgh neighborhoods, including Hazelwood.

By spring, Hazelwood Initiative had secured 109 affordable rental units, including 42 being developed in the former Gladstone Middle School owned by a limited liability corporation it created. The organization has also acquired another 27 houses that have been or will be sold at affordable prices. Rising Tide had acquired 25 properties and was negotiating to buy about 75 more.

Vacant property consumes about one-third of the neighborhood, including nearly 800 residential-use parcels. While nonprofits see those properties as raw material to add affordable housing, the process of acquiring and recycling property in the city remains difficult and slow.

"That's a lot," Mr. Pelling said. "That's enough room for all of Hazelwood's residents not to be displaced and enough room for new, higher-income people to live in and be part of the community."

Neighborhood partners hope to secure at least 600–650 affordable housing units to lower the chances that residents will face displacement.

"We still have a ways to go," said Hazelwood Initiative Executive Director Sonya Tilghman. To reach that goal, the development of Hazelwood Green will need to include below-market-rate housing as well as market-rate — something that likely wouldn't be attainable without the patient investment of the Almono partners.

"We have benefited from having that site owned by the foundation community," Ms. Tilghman said. "It's now about making sure we maintain our relationships and are on the same page about how the community as a whole, including Hazelwood Green, needs to develop and grow." h

DEVELOPING HAZELWOOD

Transformation of the broader Hazelwood community has included efforts to address both employment and housing needs. Clockwise beginning above left: Through the Industrial Arts Workshop, young people such as Emma Reints learn welding skills that can be used in artistic projects and serve as the basis for future employment. Among the affordable housing initiatives are efforts by City of Bridges Community Land Trust, which worked with the architecture and design firm Rothschild Doyno Collaborative to develop homes like this one on Chatsworth Avenue in Hazelwood that are intended for current neighborhood residents to keep them in the community. Meanwhile, Chef Toni Simpson, foreground, is a director and instructor at Community Kitchen Pittsburgh, a workforce development organization that trains individuals who have faced various barriers to employment to gain the culinary skills that can lead to new jobs.



taking care

Finding good child care remains a major challenge in this country even as impediments from the COVID-19 pandemic begin to fade. The lack of child care options and the relatively low pay for child care workers, which contributes to the problem, are straining family finances and the economy.

By Joyce Gannon

When Abra Kuniak delivered her first child in April 2020 at the beginning of the pandemic, she and her husband, Stephen, were living in central Pennsylvania where she worked in a hospital emergency room managing crisis counseling. Shortly after her maternity leave ended, the couple moved to the western end of the state, returning to their roots in Westmoreland County, and settled in Greensburg.

Ms. Kuniak opted to work only two days per week counseling clients remotely from a home office. Her husband, a professor in an all-virtual program for graduate students at Lock Haven University, was able to care for their son on the days she worked and teach at night.

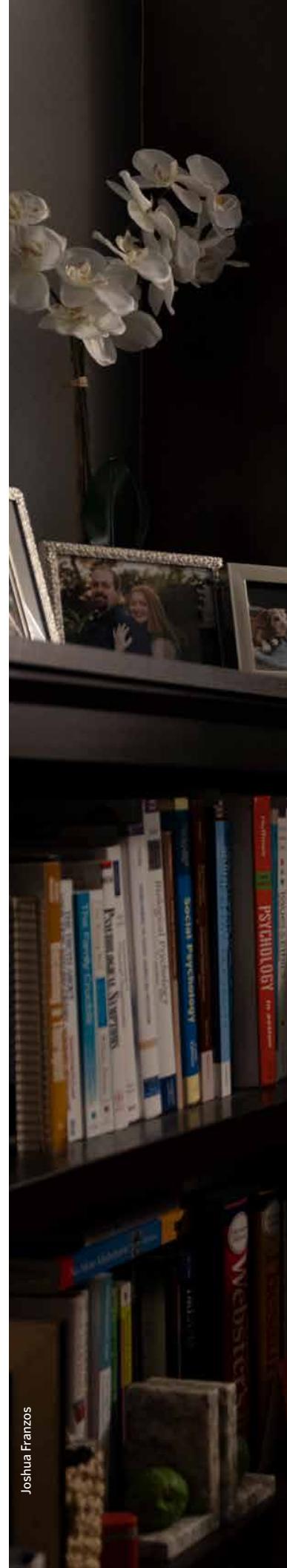
They looked for child care centers but ran into multiple obstacles. Cost was a big one.

A 2020 report from the Institute of State and Regional Affairs at Penn State Harrisburg in partnership with the state's Office of Child Development and Early Learning and Pennsylvania Key, found weekly child care costs ranged from \$148 to \$627 per child or about \$7,700 to \$32,600 annually.

Ms. Kuniak worried child care would eat up much of her earnings and also was concerned about finding a center that enforced COVID-safe practices. Many facilities she contacted didn't return her phone calls.

With her second child due in June, she plans to drop her counseling schedule to one day a week and pick up some online teaching for Southern New Hampshire University while her husband continues to work full time.

"We've had to be creative and it's come with some sacrifices ... but I think this too shall pass," she said.





Abra Kuniak steadily reduced her counseling services during the pandemic and is planning to decrease her schedule from two days a week of remote sessions to one. The primary reason for changing her work calendar has been the challenge in finding affordable and safe child care for her 2-year-old son, Max, especially with another child on the way.

BY THE NUMBERS

48,300

Number of people employed in Pennsylvania child care jobs in February 2020, before the pandemic.

44,600

Number of people employed in Pennsylvania child care jobs in April 2022, according to preliminary jobs data. This represents a 7.7 percent decrease over two years.

26,000

Approximate number of children on waiting lists for child care, according to a survey of 1,163 Pennsylvania child care programs that was conducted between Aug. 30 and Sept. 8, 2021.

\$18.99 | \$10.69

Average median hourly wage of \$18.99 for all U.S. occupations in 2019 compared to \$10.69 median hourly wage for Pennsylvania child care workers in 2019.

U.S. Bureau of Labor Statistics: State and Area Employment, Hours, and Earnings
<https://data.bls.gov/PDQWeb/sm>

Center for the Study of Child Care Employment 2020 report
<https://cscce.berkeley.edu/workforce-index-2020/states/pennsylvania>
Start Strong PA https://static1.squarespace.com/static/5c2e545d0dbda3cf1389658c/t/614397c47061ad78d9a120fd/1631819716839/Staff_Crisis_Survey_RLS_091621.pdf

Child care impact on workforce

Although Ms. Kuniak is now providing counseling through her own practice, many who work in the child care sector say uncertainties about child care have contributed to changes in work patterns nationwide, including the so-called Great Resignation—a massive exodus from the workforce during the pandemic. An average of nearly 4 million people per month quit their jobs in 2021, according to the Society for Human Resource Management.

"We still have families who haven't figured out what they want to do [about child care]" as parents are called back to offices, said Cara Ciminillo, executive director of Trying Together, a nonprofit that provides advocacy and resources for early childhood learning centers.

In the past two years, working from home, remote learning and job layoffs "changed parents' lives entirely and resulted in fewer children in the child care sector, which is not good for the owner-operators," Ms. Ciminillo said.

Supporting high-quality learning programs for infants and preschoolers has been a priority of The Heinz Endowments for decades. In 2019, the Endowments committed \$10 million over three years for early childhood programs for mothers and children from pregnancy through age 3.

When the pandemic struck, the foundation provided \$500,000 in emergency funding for child care needs. This

February, the Endowments' board approved the use of \$4 million from its Learning team's existing budget to collaborate with the Allegheny County Department of Children's Initiatives and nonprofit agencies to develop grantmaking that will address "the collective impact of early childhood education" on local families and the region's economy, said Michelle Figlar, the Endowments' vice president of Learning.

"We've been saying for decades that businesses don't run without child care," she said.

"We are definitely still in a challenging place in the early childhood and out-of-school-time field," said Becky Mercatoris, director of the county's Department of Children's Initiatives since June 2021.

Ms. Mercatoris said local employers fear that a consistent lack of reliable child care or after-school care "is indeed a decision point for folks returning to the workforce."

More child care workers needed

On a rainy morning in February, children ages 3 to 5 huddled around bright red tables inside the cozy Stevens Child Care Co. in Coraopolis, west of Pittsburgh, and played with puzzles and baskets of toys. One girl jumped up to dance while some classmates sprawled on colorful rugs scattered with Lego blocks.

“We’re hearing from child care providers and parents that this is all very exhausting.”

Susie Puskar, chief policy and research officer, Partner4Work

Across the room, caregivers kept a close watch on infants and toddlers. All the employees and children wore masks except those younger than 2. Stevens maintains a two-mask-per-day policy for its children — one for the morning and a clean one for the afternoon — because the staff worries that germs will accumulate quickly when the youngsters sneeze, touch their faces and interact with others.

Mask requirements are among the many pandemic-related protocols in place at child care and early learning centers since spring 2020 when the COVID-19 virus emerged in Western Pennsylvania.

But keeping masks on tiny faces is a relatively minor inconvenience compared with the larger issues child care operators and parents have grappled with for the past two years. Staff shortages, low pay for workers and facility closures have all combined to leave the industry struggling for stability. This year, as more employers institute return-to-office policies, child care centers are scrambling to keep up with fresh demand.

“It’s a crisis,” said Angela Reynolds, chief executive officer of the YWCA Greater Pittsburgh which operates child care facilities in Homewood and Braddock Hills. The YWCA plans to open another center in Homestead but has had trouble finding employees, she said.

Even though the YWCA raised its starting salary in February 2021 from \$13 an hour to \$15 an hour — more than double the state’s minimum hourly wage of \$7.25 — it requires that employees hold child care credentials.

“We’re hearing from child care providers and parents that this is all very exhausting,” said Susie Puskar, chief policy and research officer at Partner4Work, a Pittsburgh nonprofit that addresses workforce development issues.

“Staffing pressures [at child care centers] may be why people are choosing or not choosing to work,” she said.

Nationwide, “we’re seeing a lot of chaos not caused by anything but inconsistencies in staff issues,” said Linda Smith, director of the early childhood initiative at the Bipartisan Policy Center in Washington, D.C.

President Joe Biden’s \$1.75 trillion Build Back Better legislation, which passed the U.S. House but stalled in the Senate, called for investments in child care workers’ pay and other support for the sector.

As lawmakers work to resurrect parts of the package, “we’ve made a number of recommendations, and we’re working with Capitol Hill to set aside money” for child care facilities, Ms. Smith said.

“Women in the workforce are impacted the most,” she said. “But it’s a problem for all of us because some jobs at businesses are going unfilled.”

During the first round of state-ordered lockdowns in March 2020, many child care workers were laid off or temporarily furloughed. Because many parents were suddenly working from home or lost their jobs, “demand for child care outside the home declined,” said Partner4Work’s Ms. Puskar.

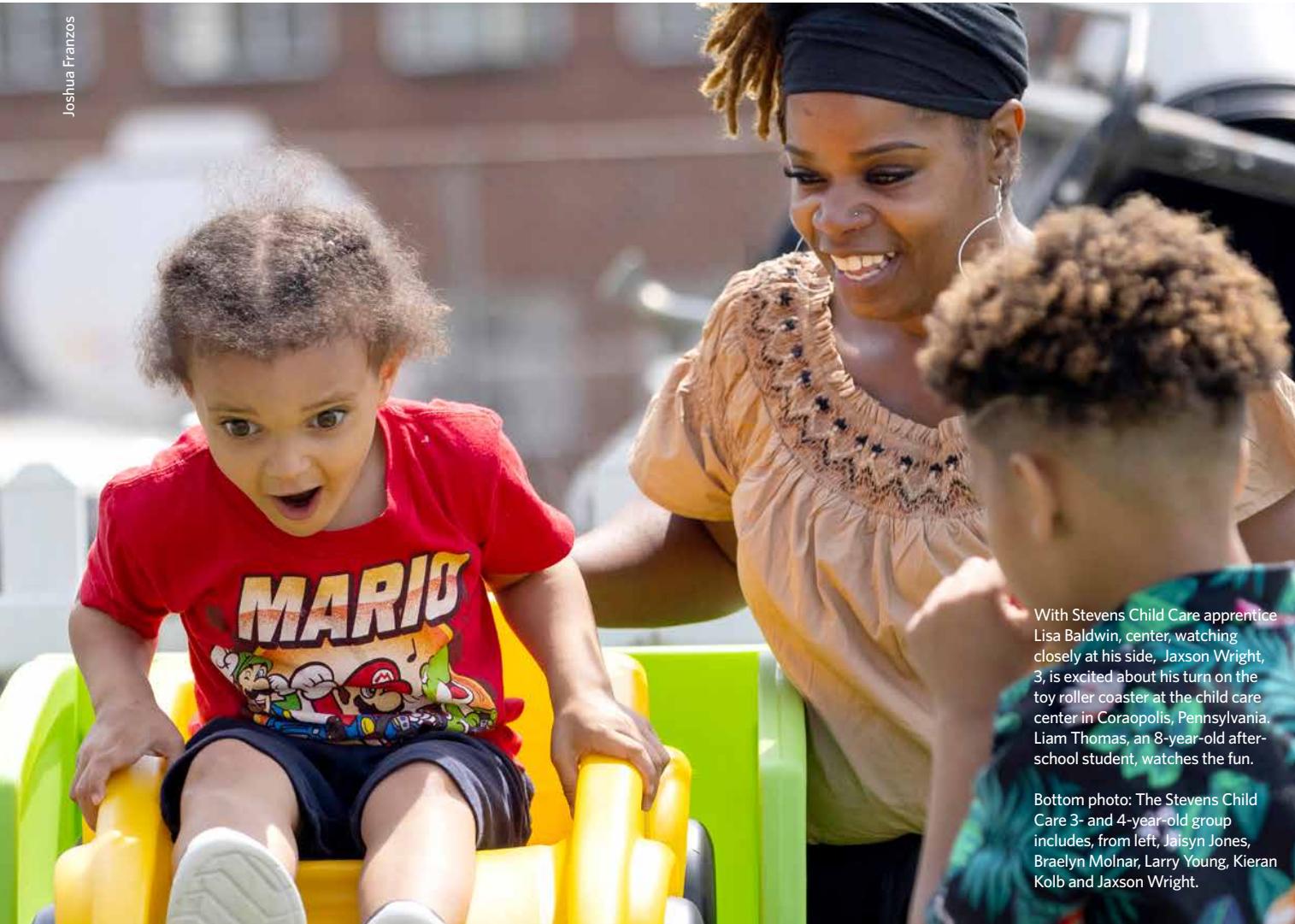
Some centers shut down permanently. When others reopened, some child care employees feared returning to environments where COVID-19 might spread easily. Instead, they looked for new jobs with better wages or retired. Delays in approvals of vaccines for children under 5 added another concern for center workers and parents.

And pay is a top obstacle to recruiting and retaining staff.

When pay is a disincentive

The average hourly wage for child care workers in the Pittsburgh area was \$11.97, according to a May 2021 report from the U.S. Bureau of Labor Statistics.

To help build a pipeline of qualified child care professionals, the Endowments in 2020 approved \$2 million in funding to Carlow University for the Western Pennsylvania Early Childhood Apprenticeship Hub. The state-approved program — which includes college tuition for participants and on-the-job experience — has trained approximately



With Stevens Child Care apprentice Lisa Baldwin, center, watching closely at his side, Jaxson Wright, 3, is excited about his turn on the toy roller coaster at the child care center in Coraopolis, Pennsylvania. Liam Thomas, an 8-year-old after-school student, watches the fun.

Bottom photo: The Stevens Child Care 3- and 4-year-old group includes, from left, Jaelyn Jones, Braelyn Molnar, Larry Young, Kieran Kolb and Jaxson Wright.



Joshua Franzos

“The apprenticeship includes guaranteed pay raises, which is an incentive and is awesome.”

Lisa Baldwin, Stevens Child Care apprentice

20 workers to date, said Ms. Puskar of Partner4Work, which helped develop the hub.

Among them is Lisa Baldwin, who is pursuing an associate's degree at Community College of Allegheny County while working with 3- to 5-year-olds at Stevens Child Care. The program pays for Ms. Baldwin's tuition, books and access to a computer. She receives a salary for the days she works and the days she attends classes.

The apprenticeship includes guaranteed pay raises, "which is an incentive and is awesome," she said. Ms. Baldwin is credentialed as a child development associate and plans on earning a bachelor's degree at Carlow after she completes her associate's degree.

Paulette Stevens, owner of Stevens Child Care, said her for-profit center is licensed for 25 children ages 6 weeks to 12 years old but currently has only 20 enrolled. She's down three workers since the pandemic hit.

"Salaries are a big problem," said Ms. Stevens, who offers a starting wage of \$9 an hour.

The state's Early Learning Resource Center, a program of the Department of Human Services, helped cover her overhead costs when the center had to shut down and during periods when enrollment fell because children were kept home due to COVID exposures.

Her employees qualified for unemployment compensation when Stevens was closed. It also received grants of \$1,000 apiece from the Coraopolis Community Development Foundation and Coraopolis Youth Creations to help with operations during the pandemic.

"We're surviving here every day," said Ms. Stevens, who has operated her business for 40 years. "I just prayed the money would come in and everybody would get paid."

Jeremiah's Place, a 24-hour crisis nursery that operates seven days a week in Pittsburgh's Larimer neighborhood, served 50 percent more children in 2021 than in prior years. The center began experiencing a steady rise in demand last year from parents who were recalled to jobs but no longer had child care plans in place.

Queries about spaces have intensified this year as more people return to their workplaces, said Jillian Long, a social worker and empowerment coordinator at Jeremiah's Place.

"A lot of child care centers closed during the pandemic, so parents call us," said Tammy Aupperle, executive director.

To help maintain staff levels during the pandemic, the center bumped its hourly wage in March 2020 from \$11 to \$13 plus a differential for overnight shifts. Staffing had dipped slightly after the center was closed for two weeks at the

start of the pandemic but has since stabilized to 19 full- and part-time workers.

Jeremiah's Place accepts children from birth to 6 years old but only for temporary periods ranging from a few hours to a week or so. It has capacity for 12 children per day and notifies families on a waitlist when it's not filled. The staff also helps parents place their children in traditional centers.

Many parents who rely on Jeremiah's Place are employed in health care, retail and other front-line jobs and can't work from home. Some families need emergency care for medical appointments or when they apply for or start new jobs, Ms. Aupperle said. Some turn to Jeremiah's Place for respite care when they need to "take a breath" from the stresses of the pandemic, she said.

The Endowments in December 2021 granted the nonprofit \$100,000 over two years for operations. It receives support from other local philanthropies, including the Opportunity Fund and the Grable and Hillman Family foundations.

Child care in the Black community

Rochelle Jackson, founder and director of the Black Women's Policy Agenda in McKeesport, said the Pittsburgh region needs more facilities like Jeremiah's Place — where she serves on the board of directors — to help families with emergencies and for those who work evenings and weekends.

Studies show Black individuals, especially Black women, were disproportionately impacted by the pandemic, with the unemployment rate for Black women 20 and over increasing from 5.8 percent to 6.1 percent in the early months of this year while the rate decreased or stayed the same for other demographic groups, according to the National Women's Law Center. Access to child care is among the top challenges for Black women.

"Black women are the least likely to have contingency and backup plans and often don't have access to paid time off or medical leave," Ms. Jackson said.

The Endowments provided a grant of \$35,000 to her nonprofit in 2020 to help develop its agenda, which includes a strong focus on child care. In March, the Endowments made a grant of \$50,000 to the organization to support ways to improve the environmental, financial and physical health of Black women.

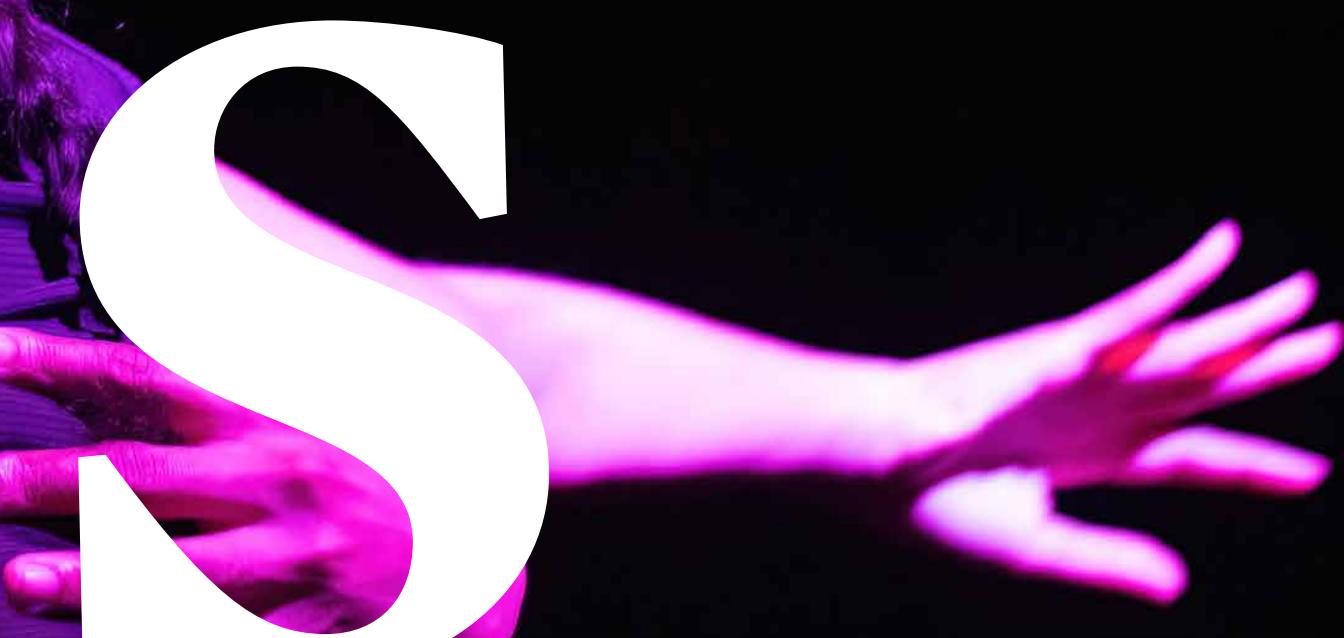
"If we're ever going to shift Black women from a place of surviving to thriving, child care has to be part of the solution," Ms. Jackson said. **h**

Cameron Waters, left, and Chandler Bingham perform "Synchronized with Soy Sos with special guest Bust Creates," a production of PearlArts Studios presented at Kelly Strayhorn Theater. PearlArts is one of the first 16 arts organizations to receive a grant through Pittsburgh's Cultural Treasures, an initiative jointly funded by The Heinz Endowments and the Ford Foundation. PearlArts is a dance-focused organization that also provides music and media arts programming.



STATE OF THE Art

The Heinz Endowments' investment in the arts involves more than funding certain projects or programs. The foundation's grantmaking through its Creativity Strategic Area encompasses strategies for addressing community challenges, such as recovery from traumatic events or reduction of social inequities, and for expanding development initiatives to include design elements that are meaningful and sustainable as well as aesthetically pleasing. In the following pages are examples of the types of initiatives the Endowments supports that have significance beyond their artistic value and contribute to the goal of improving the quality of life for all in the Pittsburgh region.



The performance group slowdancer brought its fusion of sound and movement that incorporates contemporary and postmodern dance and integrative technology to the Kelly Strayhorn Theater in 2020. The Kelly Strayhorn, a nonprofit community performing arts center in Pittsburgh's East Liberty neighborhood, is one of the recipients of a Pittsburgh's Cultural Treasures grant.





CELEBRATING ART & CULTURE

Adequately honoring the contributions that cultural organizations led by people of color have made to enrich the fabric of a community is no easy task. That's why grants to 16 Black arts organizations as part of Pittsburgh's Cultural Treasures initiative is just the first step of a multistage recognition process. By Elwin Green

In the fall of 2020, The Heinz Endowments announced its participation in America's Cultural Treasures, an initiative created by the Ford Foundation in response to both the COVID-19 pandemic and the global call for racial justice that arose in the wake of multiple police killings of unarmed Black citizens.

The national initiative was designed to shift the paradigm for arts philanthropy in two ways: first, by focusing on arts organizations within communities of color, and second, by providing long-term operating support rather than the short-term or program-oriented support that had been the norm.

In Pittsburgh, that meant developing a process for allocating a \$10 million fund—half from the Ford Foundation and half from the Endowments—to organizations that would be named “cultural treasures” as part of the regional Pittsburgh’s Cultural Treasures program that was launched last summer.

Almost immediately, the process upended plans for the local initiative.

“Originally, there were going to be five to seven institutions,” said Shaunda McDill, the Endowments’ program officer for arts and culture. But that limitation

did not sit well with the members of the program’s steering committee.

“When you look at the number [of arts organizations] that have no prior relationship with philanthropy and when you look at the way that communities, particularly Black communities, work collectively and when you look at the need, particularly in Pittsburgh... it was determined by the steering committee that this was not the way to go,” Ms. McDill said.

“Would one of those groups or all five [or more] of those groups have been, maybe, more sustainable over time?” she continued. “We don’t know.”

“What we do know from research completed by TDC—one of the nation’s oldest nonprofit management consulting and research firms—on behalf of the Endowments is that financial investment in large institutions over decades does not ensure stability.”

The decision to enlarge the number of recipients was pivotal. With patience and compromise, the steering committee produced a list of 165 Black-led organizations, from which it made recommendations to the Endowments. The Endowments then named 16 of the recommended organizations as “cultural treasures,” awarding them grants

totaling \$5.4 million in the program's first round of funding and completing the first phase of what Ms. McDill described as a three-phase process.

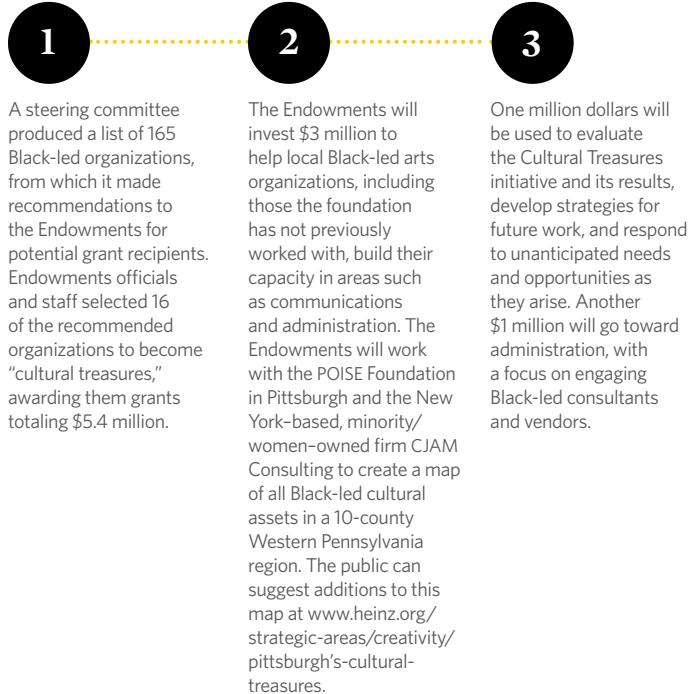
The current second phase will focus on helping Black-led arts organizations to build capacity in areas such as communications and administration. The Endowments also is working with the POISE Foundation in Pittsburgh, America's oldest Black community foundation, and the New York-based, minority/women-owned firm CJAM Consulting to create a map of all Black-led cultural assets in a 10-county Western Pennsylvania region (Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Lawrence, Washington and Westmoreland). The public can suggest additions to this map at www.heinz.org/strategic-areas/creativity/pittsburghs-cultural-treasures.

The goal of the second phase, with a \$3 million budget, is to provide multiyear support for the organizations selected, with the understanding that for this phase, Ms. McDill said, "We will identify and fund organizations and artist collectives we've never worked with."

The final phase sets aside \$1 million for responding to unanticipated needs and opportunities as they arise. It will also include evaluating the entire process and its results, and developing strategies for future work. The remaining \$1 million will go toward administration, with a focus on engaging Black-led consultants and vendors.

"The biggest win is that it is an iterative process," Ms. McDill said. "This initiative, as amazing as it is, this is a seed."

PITTSBURGH'S CULTURAL TREASURES INITIATIVE: A THREE-STAGE PROCESS



PITTSBURGH'S CULTURAL TREASURES GRANT RECIPIENTS

FOLLOWING ARE THE ORGANIZATIONS NAMED AS "CULTURAL TREASURES" AND THE GRANT AMOUNTS THEY RECEIVED THROUGH THE PITTSBURGH'S CULTURAL TREASURES INITIATIVE.

1HOOD MEDIA (\$250,000)

In 2018, 1Hood Media created 1Hood Artivist Academy to train young people both in producing art and in practicing activism. The program never got off to its envisioned start, said 1Hood co-founder and CEO Jasiri X.

In its first two years, launch plans were laid aside to focus on responding to the killing of Antwon Rose II, then to the Tree of Life massacre.

"So, when we get to 2020, we said, 'All right, we're gonna finally do this thing right,'" he said. The second launch brought the rapper Rakim to Pittsburgh.

Then came COVID-19 and then the murder of George Floyd. Plan A for the academy had to yield again to a new Plan B.

This time, the Pittsburgh's Cultural Treasures award has emboldened Jasiri X to say, "Let's do the Artivist Academy in the way that we intended to in the first place." And that could include the creation of a residency program.

AFRIKA YETU (\$150,000)

President and CEO Elie Kihonnia describes the impact of the Cultural Treasures award in the starker terms possible.

"When you're feeling you're about to give up or you're feeling like you're getting ready to be buried, on your way to the cemetery, and they give you life."

The year 2020 brought to a halt the live performances of African music and dance for which Afrika Yetu is most well known, as venues shut down in response to the COVID-19 pandemic. While seeking to keep the organization afloat, Mr. Kihonnia contracted the virus himself.

He recovered, but Afrika Yetu continued declining through 2020 and 2021. The award marks a turnaround, and Afrika Yetu will return to live performances. The grant's unrestricted nature, he says, will allow him to do "shows that I have been dying for years to put out," of a quality comparable to the Chinese dance and music extravaganza Shen Yun, but "the African version."

“LET'S DO THE ARTIVIST ACADEMY IN THE WAY THAT WE INTENDED TO IN THE FIRST PLACE.”

Jasiri X, co-founder and chief executive officer, 1Hood Media



1HOOD MEDIA

Nairobi, a poet and performance artist with 1Hood Media, sings at an early voting event in November 2020 in the Hill District. 1Hood Media, a Pittsburgh's Cultural Treasures grant recipient, is a collective of socially conscious artists and activists who use art to raise awareness about social justice issues.

Renee Rosensteel

AFRO-AMERICAN MUSIC INSTITUTE (\$500,000)

The co-founders of AAMI, Dr. James T. Johnson Jr. and his wife, Pamela, summed up their response to the news of the Institute being named a cultural treasure in one word:

FINALLY.

The award comes after 40 years of, as Dr. Johnson put it, “doing whatever it takes to make it work.”

Deciding what to do with the funds will take time. The breadth of their operations — providing individualized instruction in Black music forms, managing a boys’ choir, maintaining a schedule of performance events, and taking care of the building that houses it all as well as planning an expansion — means that “we have to study how this money will be disbursed,” Dr. Johnson said.

One thing is certain: A chunk of it will go toward preparing and promoting a major AAMI event in September.

AUGUST WILSON AFRICAN AMERICAN CULTURAL CENTER (\$1 MILLION)

During Janis Burley Wilson’s tenure as president and CEO, the August Wilson Center has rebounded nicely from the threat of bankruptcy. For the past five years, she said, it has achieved its goal of having a small surplus at the end of each year.

That has kept it out of trouble but has not kept it safe. Being safe requires having a little something socked away, a financial safety net. The center has not had that. Now it will.

“The money isn’t spent. We don’t have plans to spend it,” Ms. Burley Wilson said. “We plan to have a safety net.”

“So, when the bad times come, we have a safety net. When an opportunity comes, we have it available to us. We don’t have big plans to spend \$1 million. We are just thrilled to have a little bit of security.”

BALAFON WEST AFRICAN DANCE ENSEMBLE (\$150,000)

For Balafon, 2020 was a year of “serious ups and downs,” said Managing Director Linsey McDaniel. On the up side, the organization was working on a new project to have a group of artists go to Guinea to train. On the down side, the founder, Kadiatou Conte-Forte, was fighting a serious illness.

“It was beyond a relief” to learn of Balafon’s award, Ms. McDaniel said. “To kind of feel like, ‘OK, we have some means to keep things going in a space of uncertainty.’”

She plans to use some of the funds to continue preparing a new ballet to be produced later this year and to do so



AFRO-AMERICAN MUSIC INSTITUTE

Irene Monteverde, center, gives keyboard lessons to Arionna Reed, right, during a class at the Afro-American Music Institute, a Cultural Treasures grantee. The institute, which is celebrating its 40th anniversary, promotes the arts through music education and a curriculum that offers instruction in a range of musical styles.

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with excellence, according to Ms. Conte-Forte’s maxim, “Don’t do it if it’s gonna look ugly.”

Otherwise, succession planning is a top priority. That will include hiring new staff. Before Ms. McDaniel’s hiring in 2020, Ms. Conte-Forte had been Balafon’s only paid staff since its founding in 1997.

BOOM CONCEPTS (\$150,000)

Co-founders J. Thomas Agnew and D. S. Kinsel created BOOM in 2014 to share their workspace with other Black artists who needed a place to create. Since then, it has evolved with flexibility and fluidity.

“We listen to the community and try to figure out what the community needs, and we try to fill some of the voids,” Mr. Agnew said.

Filling voids has meant making the space available to non-Black minority artists and to LGBTQIA+ artists. It has meant letting the space become an exhibition space, an event space and a teaching space. It has meant collaborating with museums in and beyond Pittsburgh to connect them with Black artists.

BOOM CONCEPTS

Dakarai Akil, far right, discusses his work on display at Boom Concepts with a visitor to the 2018 exhibit. Boom Concepts, another Pittsburgh’s Cultural Treasures award recipient, encourages the development of artistic and creative entrepreneurs representing marginalized voices by providing them studio and presentation space in various locations in Pittsburgh.



They don't know yet what that will mean regarding the Cultural Treasures award, but Mr. Agnew said, "Always the first thing in our thoughts is how we support the community. That's always what's important to us. How are we utilizing those funds, through BOOM Concepts, to support the community?"

HILL DANCE ACADEMY THEATRE (\$500,000)

When the Cultural Treasures initiative was announced last summer, the Hill Dance Academy Theatre was busy buying the former St. Benedict the Moor school, a 27,000-square-foot building in Pittsburgh's Hill District neighborhood.

There, the organization will continue teaching dance to students between the ages of 3 and 18 in classes that run from September through June, with a four-week summer session also available. To do the work, the dance academy employs up to 20 faculty.

Regarding the use of the grant funds, CEO and Artistic Director Dr. Ayisha Morgan-Lee said in a written statement, "The award will be used for existing programs, and it will allow us to execute program ideas that we have not been able to do because of resources and people needed to make them come to fruition."

"It is a joy to know that the funds are unrestricted and that we can use the funds as we determine what our needs are."

KELLY STRAYHORN THEATER (\$750,000)

"I was elated to receive a congratulations email from Shaunda McDill," recalled Kelly Strayhorn Theater Executive Director Joseph Hall. "It's a gift to receive affirmation of the work KST has done and is doing. Sometimes that's in the form of financial support from donors, and sometimes it's a message from an artist or community member expressing the impact KST has had on their lives."

"Receiving the email from Shaunda affirmed the work we've done as a community to craft a space we all deserve."

He did not specify how the funds would be used but said, "KST is focused on building wealth that will impact generations of culture creators and Black people who want to thrive where we live right here in East Liberty and beyond. The grant will aid us in delivering our mission as a home for creative experimentation, community dialogue and collective action rooted in the liberation of Black and queer people."



Ryan Haggerty

KENTE ARTS ALLIANCE (\$250,000)

Since its founding in 2007, the Kente Arts Alliance has fulfilled its mission “to present high-quality art of the African Diaspora” by bringing to Pittsburgh such artists as Grammy Award winners (and National Endowment for the Arts Jazz Masters) Roy Haynes and Pharoah Sanders. And Kente Arts Alliance has done so without ever running a deficit.

During the height—or depth—of the pandemic, the organization was reluctant to move its programming online, Managing Director Gail Austin said.

Once Kente Arts Alliance finally did, it established a partnership with City of Asylum to do hybrid events under the banner Kente At Home. The next thing Ms. Austin knew, the organization had done seven of them.

Continuing Kente At Home is part of what Kente Arts Alliance wants to do with its Cultural Treasures award. The organization also has resumed live programming and plans a three-concert series of events in the fall at its home venue, the New Hazlett Theater. And Kente Arts Alliance also wants to expand its youth program.

But the primary use that Ms. Austin sees for the funds has nothing to do with programming.

“The main emphasis for this coming year is to establish a formal administrative structure,” she said. “We need much more personnel. We need them to be salaried; we can’t have an organization that’s run by volunteers. We need office space.”

LEGACY ARTS PROJECT (\$250,000)

The news of having been named as a cultural treasure came three months after Legacy Arts had completed a three-year strategic plan. That process had been made possible by a grant from Arts Equity Reimagined, a philanthropic consortium of which the Endowments is a member.

So, for Erin Perry, Legacy Arts’ executive director, the first answer to the question of what to do with the award money comes quickly: [The grant could lead to] “having a space of our own, whether that is finding a building, or imagining the development of a property.”

“I’m excited about models such as the Manchester Craftsmen’s Guild,” she said, referring to that Pittsburgh nonprofit’s building and its physical presence in a neighborhood, “and ways that art is made accessible to people throughout the community.”

Having a cousin who attended Manchester Craftsmen’s Guild and who has built a career as a ceramics practitioner and teacher, Ms. Perry says she knows the profound impact that such programs can have on someone’s life.

“And when you know, you’re responsible, so make that happen!”

MANCHESTER BIDWELL CORPORATION (\$500,000)

Because of its belief in the power of the arts, the staff at Manchester Bidwell—parent organization of several arts and trades groups, including the Manchester Craftsmen’s Guild—had already been brainstorming a “what if” wish list before the agency was named a cultural treasure, said President and Chief Executive Officer Kevin Jenkins.

A top item was establishing an artist-in-residence program, and the organization had an artist in mind. Marcè Nixon-Washington has been named as the inaugural William E. Strickland Jr. Fellow at the Manchester Craftsmen’s Guild, an honor named after the guild’s founder. Ms. Nixon-Washington, who graduated from West Virginia University last year with a B.F.A. in ceramics, is an alumna of the Guild. Now, she’ll spend a year there.

“The gift was very timely in allowing us to bring her in, allowing her to continue to hone her craft,” Mr. Jenkins said, “but also to be with us for an extended period of time, where she can work with the young people here and talk about her journey and about her love of the arts.”

LEGACY ARTS PROJECT

Master drummer Fode Lavia Camara, center, instructs Rachel Gross, left, and Darlene Stewart on drumming techniques as part of an African drum class in April offered by the Legacy Arts Project, another Pittsburgh’s Cultural Treasures grantee. Legacy Arts provides activities, performances and events designed to present the artistic traditions of Africa and the African diaspora.

NEW HORIZON THEATER (\$250,000)

When Board President Joyce Meggerson-Moore first read the award letter from the Endowments, she thought the email was a prank, then suspected that it was a mistake.

“Did they put a comma in the wrong place?” she recalled with a laugh. “Did they put an extra zero on it?”

She said the Cultural Treasures award means, first, that she won’t have to “pull out all of my hair” next season to figure out how to pay the actors, technicians and others who work on each production.

The second thing it means is that New Horizon can consider the possibility of acquiring its own space, having always rented venues for its productions with locations ranging from the Byham Theater in Downtown to the Carnegie Library of Pittsburgh–Homewood, a neighborhood in the eastern part of the city. But ownership would bring its own challenges, including the need to market the space for others to use between productions.

“Those are the kinds of things we have to think about and discuss. Is it going to be worth it?” she said. “But we at least have some possibilities.”

PITTSBURGH PLAYWRIGHTS

Karla Payne and Sam Lothard perform in the play “The Green Book,” a February production of Pittsburgh’s Cultural Treasures grantee New Horizon Theater. The community theater company presents cultural events that reflect African American points of view and provides professional development opportunities for ethnic writers and performers.



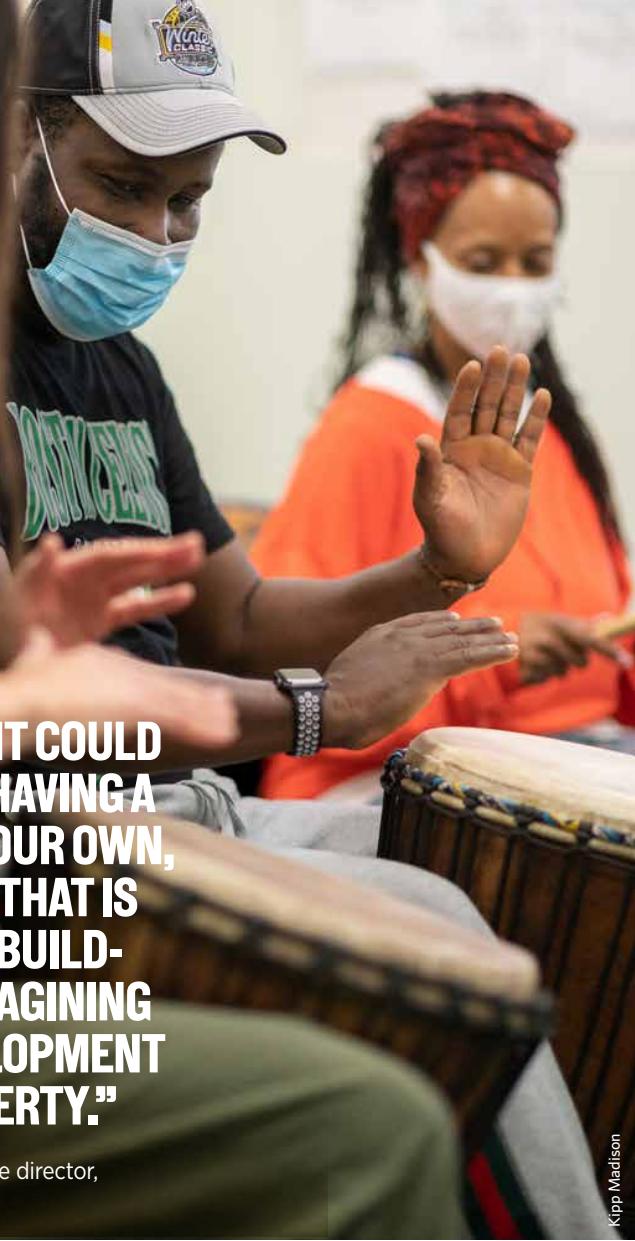
[THE GRANT COULD LEAD TO] HAVING A SPACE OF OUR OWN, WHETHER THAT IS FINDING A BUILDING, OR IMAGINING THE DEVELOPMENT OF A PROPERTY.”

Erin Perry, executive director,
Legacy Arts Project

Kipp Madison



Richena Brockinson



PEARLARTS STUDIOS (\$150,000)

Staycee Pearl was in a hospital waiting room, idly scrolling through her email, when she saw the one that said PearlArts had been named a cultural treasure.

“I just started screaming,” the organization’s co-artistic director said. “Everybody looked at me like I was completely nuts.”

Ms. Pearl and her husband, Herman, also a PearlArts co-artistic director, have not yet decided how to use the new funds.

“We’re like a household that is paycheck to paycheck right now,” she said.

They were already working on a capital campaign to secure new space in Braddock Borough, east of Pittsburgh. Beyond that, “the first thing I thought of was to continue to pay our dancers,” Ms. Pearl said. “Herman and I don’t get paid much; we could use a bump in our salary. And we’ll have to hire people when we move into the new space.”

So, the new funding is well spoken for, even if it has not been specifically allocated. But she also wants to establish “a cushion, some kind of savings” to sustain the organization through lean times.

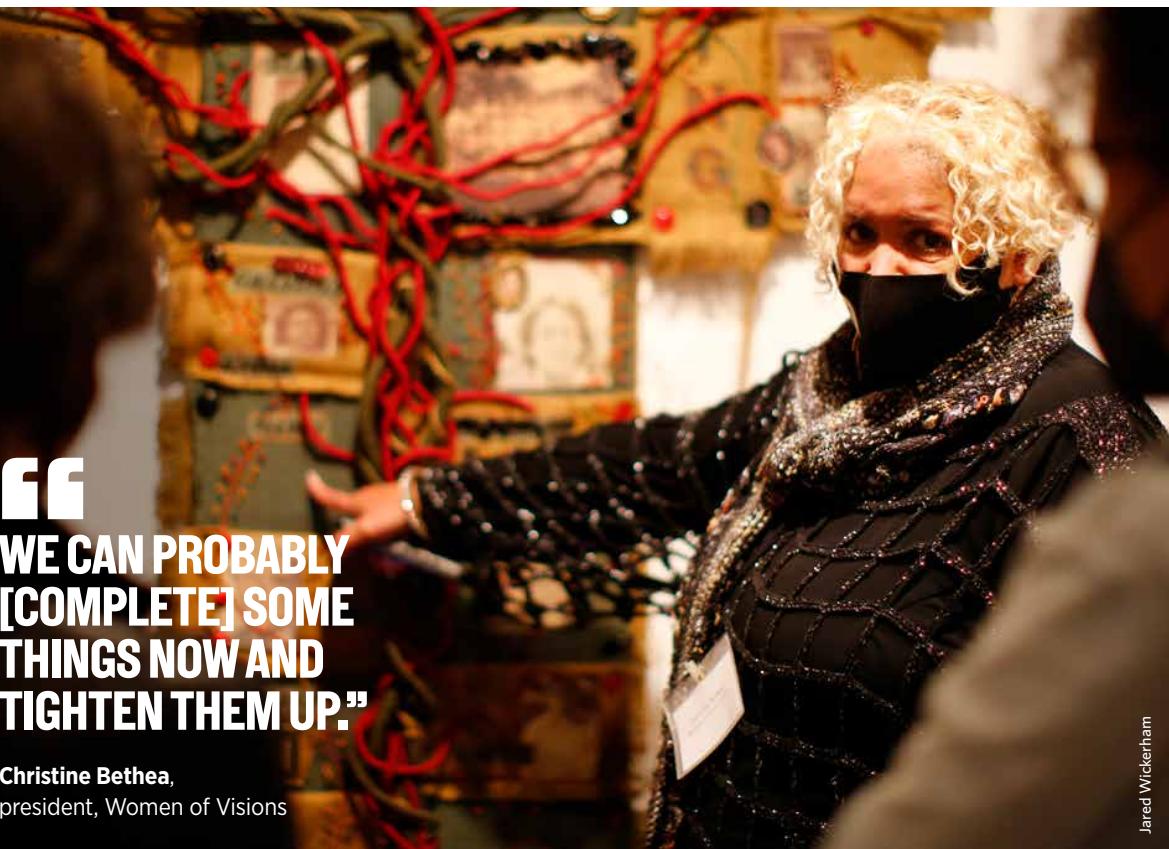
PITTSBURGH PLAYWRIGHTS THEATRE COMPANY (\$250,000)

PPT founder and Executive Director Mark Clayton Southers said that his organization will use the Cultural Treasures award to hire “maybe two more staff members.”

Beyond that, “we don’t have plans to just start writing checks,” he said. “We’re staying the course and trying to operate and function in a manner that is not wasteful, in keeping with our way of supporting playwrights in their work and encouraging people to write.”

“We know there’s going to be a lot of new stuff coming out of this.”

The company’s upcoming schedule of live performances includes the return of the Theatre Festival in Black and White as part of the Three Rivers Arts Festival in June, and a co-production with the August Wilson House of the late Pittsburgh native’s play “Jitney” in August and September.



WE CAN PROBABLY [COMPLETE] SOME THINGS NOW AND TIGHTEN THEM UP.”

Christine Bethea,
president, Women of Visions

WOMEN OF VISIONS
Artist LaVerne Kemp explains her fiber tree artwork during a Women of Visions show in October 2020 at the Frick Fine Arts Building on the University of Pittsburgh campus. A Cultural Treasures grant recipient, Women of Visions is one of the country's longest-running collectives of Black women visual artists.

Jared Wickerham

UJAMAA COLLECTIVE (\$150,000)

For Executive Director LaKeisha Wolf, Ujamaa's selection as a cultural treasure provided long-overdue affirmation, not for herself or even just for Ujamaa, but for Black women who "have been doing work for centuries that is highly unseen and invisible to the dominant culture, to mainstream eyes."

The award will help Ujamaa to continue moving forward with the implementation phase of a strategic plan created with assistance of the Program to Aid Citizen Enterprises. Even before the Cultural Treasures grant, "we knew that we were at a precipice of growth," Ms. Wolf said.

The Collective had already launched a new membership campaign last fall. Now, to better serve its growing membership, the organization plans to either expand its current space or to acquire a new building. Doing so will fulfill a long-held dream of providing members with spaces where they can engage in light manufacturing.

WOMEN OF VISIONS (\$150,000)

The grant to Women of Visions, one of the nation's earliest Black femme artist collectives, is particularly notable because of how outsized the funding is compared to the group's annual budget. President Christine Bethea said that WOV has only recently hit the \$50,000 budget mark, but that over its 40-year history, the average budget has been closer to \$20,000.

The question of how to use it will be taken up at a retreat in June, where members will put together a five-year plan. Ms. Bethea said that, in general, "We can probably [complete] some things now and tighten them up. But a lot of it will be for new projects and go toward professional development, which we desperately need."

The group has already achieved a breakthrough that comes to fruition this year: As a result of Women of Visions' negotiations, the Carnegie Museum of Art in Pittsburgh presented a collective exhibition of work by Black women, the first in the museum's 126-year history. The exhibit, which opened May 28, ran for two weeks. **h**

In examining The Heinz Endowments' approach to investing in artistic and cultural organizations and initiatives, the foundation decided to go deeper than statistics or even legacy. The organization decided any update would need to explain the importance of the work to the community. By Elwin Green

By the time the Pittsburgh's Cultural Treasures initiative completes its first year, the two people who were most responsible for its creation and for overseeing its start will have left The Heinz Endowments.

Grant Olyphant stepped down as president in February. Come December, Janet Sarbaugh will vacate the position of vice president of Creativity.

Ms. Sarbaugh's departure coincides with what the Endowments has dubbed "a strategic refresh" of the Creativity department. The comprehensive review began more than a year ago.

"It is one of the most in-depth reviews of our program that we've ever had," Ms. Sarbaugh said.

The analysis has included the engagement of a wide variety of people and organizations in a nine-month conversation, as well as foundation board members and staff. It took a fresh look at research on the cultural community that the Creativity area had commissioned in the previous year, including about 30 interviews with cultural organizations. More than a dozen other foundations were consulted, not just in the region but across the country and beyond, together with other thought leaders in arts philanthropy who weren't affiliated with foundations.

The process led the Endowments back to a single question: Why?

WE SPENT A LOT OF TIME TALKING ABOUT THE 'WHY' OF THE CREATIVITY PROGRAM – SOMETHING THAT IT MIGHT HAVE BEEN EASIER NOT TO DO."

Janet Sarbaugh, vice president of Creativity, The Heinz Endowments

"We spent a lot of time talking about the 'why' of the Creativity program," Ms. Sarbaugh said, noting that the approach was something that it might have been easier not to do. The organization could have begun with the assumption that with decades of experience in funding cultural work, the only question to be asked and answered was how to improve techniques for executing a self-evident mission.

Instead, the foundation asked, "Why?" Why is the community's cultural life important?

The answers that emerged form a bedrock of convictions upon which to build. The Endowments concluded that culture provides an array of benefits that fall into three categories: individual benefits, community development and community cohesion.

For individuals, cultural activity provides a sense of meaning and of identity; it helps us as human beings to develop empathy and provides an understanding of ourselves and of the world.

"This process has given us an even stronger belief that cultural experiences are critically important in providing insight into each of us individually and into the communities and the world we inhabit," Ms. Sarbaugh said.

In the realm of community development, "we also need culture to enhance our physical presence in the world, the places that we move and live in, and the communities that we inhabit," Ms. Sarbaugh said. "We want to live in places that reflect our history and culture. We want places that are beautiful and welcoming."

"The built environment and the neighborhoods we live in are expressions of culture."

She cited Pittsburgh's Hill District, a historic Black community adjacent to the city's Downtown, as an example.

"I can't go there without thinking about August Wilson's home. I can't go there without thinking about the redevelopment of the New Granada Theater ... the Hill District is a locus of culture, and its revitalization efforts are putting culture at the center. Pittsburgh's neighborhoods have a great many stories to tell about their history and culture, which can be expressed through a variety of cultural activity."

As part of the program analysis, "community cohesion" is when members of a community share cultural experiences and resources, which produces strong relationships, common values and a common purpose, and a sense of solidarity.

The board and the Creativity staff will consider primary courses of action for the Endowments to pursue over the next decade, including: support cultural institutions, large and small; support individual artists; support creative learning, or as Ms. Sarbaugh put it, "the ability of youth in the community to have access to high-quality arts learning activity and deep interaction with teaching artists"; and support creative places.

Ms. Sarbaugh explained that "creative places" refers to neighborhoods where "culture is an inherent component of the neighborhood's well-being, both in the physical environment and in the experiences that you can have in that community."

Those courses of action will be bound by more than a focus on arts and culture.

"A throughline for those things is a stronger and better-defined emphasis on equity," Ms. Sarbaugh said, which would mean wrestling with the question, "What do we mean by equity in cultural life?"

The questions of how all of this will play out in the day-to-day work of the Creativity area remain open to be reviewed by the foundation's board and staff following the arrival of Ms. Sarbaugh's successor, who will be appointed by the Endowments' next president. Ms. Sarbaugh will be available as a consultant to help in finalizing the process. **h**

ART

INTERSECTIONS

The Public Art and Communities program is providing opportunities for artists and community residents to co-create art that reflects their experience of the pandemic's impact on personal and community challenges that existed before the global health crisis.

By Jason Vrabel

“**T**he Vanguard,” a photo mural on the side of the late playwright August Wilson’s childhood home in Pittsburgh, depicted Hill District family life—past and present—in a fictional living room setting as imagined by multimedia artist Njaimeh Njie. Three more murals like it were installed throughout the neighborhood just a few years ago.

That all but one are now gone is not surprising. They were temporary. But a collection of oral histories, photographs and other historical materials that influenced Ms. Njie’s work remains online. Together the murals comprised “Homecoming: Hill District, USA,” created by Ms. Njie as part of Temporary Public Art and Placemaking, a 2016 pilot program run by Pittsburgh’s Office of Public Art, the community engagement nonprofit Neighborhood Allies and the Borough of Millvale. In total, the program supported six artists working with six neighborhoods.

Renamed Public Art and Communities (PAC), a new iteration of the program is now underway.



Njaimah Njie, "The Vanguard," Digital Collage Installation, 2018

"The Vanguard" was one of four installations that were part of the Pittsburgh public art project "Homecoming: Hill District, USA" by multimedia artist Njaimah Njie. The project explored life in the Hill District, one of Pittsburgh's most historic neighborhoods, which became known as an influential center of Black American culture. "The Vanguard" photo art installation was placed on an exterior wall of the childhood home of late Pulitzer-winning playwright August Wilson.

Thematically, four artist-community teams are responding to the impacts of the COVID-19 pandemic on preexisting crises like racism, mental health and food insecurity.

Selected through an open, public process, PAC's four community partners are Frogang Foundation Inc., a self-empowerment nonprofit for Black women and girls; Steel Smiling, a mental health support organization focused on the African American community; Brashear Association Inc., a nonprofit providing social services to Pittsburgh's southern neighborhoods; and a collaboration between Etna Community Organization and Sharpsburg Neighborhood Organization (ECO+SNO), which are groups based in municipalities north of Pittsburgh. The artists chosen by each group, respectively, are Rell Rushin, Nola Mims, Lindsey Peck Scherloum and Jason McKoy.

Tamara Emswiler, senior program manager for social impact design at Neighborhood Allies, noted that already-vulnerable populations were subject to multiple public health risks prior to the pandemic. PAC is examining "how collaborations with artists can enhance connection, coping and well-being within communities that are facing these challenges," she said.

While responding to present day circumstances, the PAC initiative is intended to embody something longer-term: the evolution of what public art is, who it's for, and how it can be created.

How art makes a difference

AC communities are not merely hosts for public art but co-creators of it, bringing neighborhood history and culture to bear on artists' skill and creative expression. This approach is rooted in "Aesthetic Perspectives," an arts-based framework developed by artists, educators and funders from across the country and explained in the 2017 report "Aesthetic Perspectives: Attributes for Excellence in Arts for Change." According to the report, the Aesthetic Perspectives framework begins with the premise that "building an equitable society is a creative act" and lies at the intersection of art, culture, social justice, civic engagement and community development.

Public artwork created in this way is meant to have impact.

"In our experience, artists, and arts and culture initiatives, play a powerful role in shaping our responses to these crises," said Dr. Divya Rao Heffley, associate director of the Office of Public Art. "[The Public Art and Communities initiative] aims to both address short-term community needs and foster

long-term strategies for collaborations with artists that catalyze community-led change."

The approximately \$500,000 PAC program is supported by the National Endowments for the Arts, The Heinz Endowments and the Henry L. Hillman Foundation.

"This project is emblematic of the greatly expanding definition of what arts and culture is at The Heinz Endowments," said Janet Sarbaugh, the foundation's Creativity vice president. "We know that we need to honor and recognize the fact that, in many ways, the city's culture resides in its neighborhoods and its residents."

Ms. Sarbaugh explained that the national Urban Institute's Art and Cultures Indicators Project has measured the impact of the arts on communities and everyday life, dating back to the 1990s. The project's 2006 report, for example, described "cultural vitality" as including arts and culture "that come out of communities rather than merely resources that are 'brought to' communities from the outside."

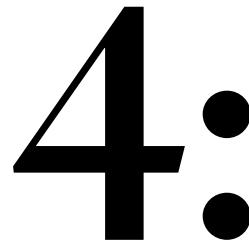
The Public Art and Communities program began with the Placemaking Academy, a six-week training program. Broadly, "placemaking" is the integration of arts and culture into urban design practices.

The Placemaking Academy demonstrated how "place-making isn't any one thing," Ms. Emswiler said. "It showed the breadth of what placemaking can be, and how to start building up community voices to anchor the project in the community."

Emphasizing that the process of creating public art is as important as the artwork itself, Dr. Heffley said, "If the process isn't right, the outcomes won't be right."

When communities build agency around shared values and a common purpose, that is part of what Neighborhood Allies President and CEO Presley L. Gillespie calls "transformative community change," a focal point of all of the organization's work.

"Partnerships like [Public Art and Communities] are about bringing people together with tools and financial resources to make transformative change," Mr. Gillespie said, which



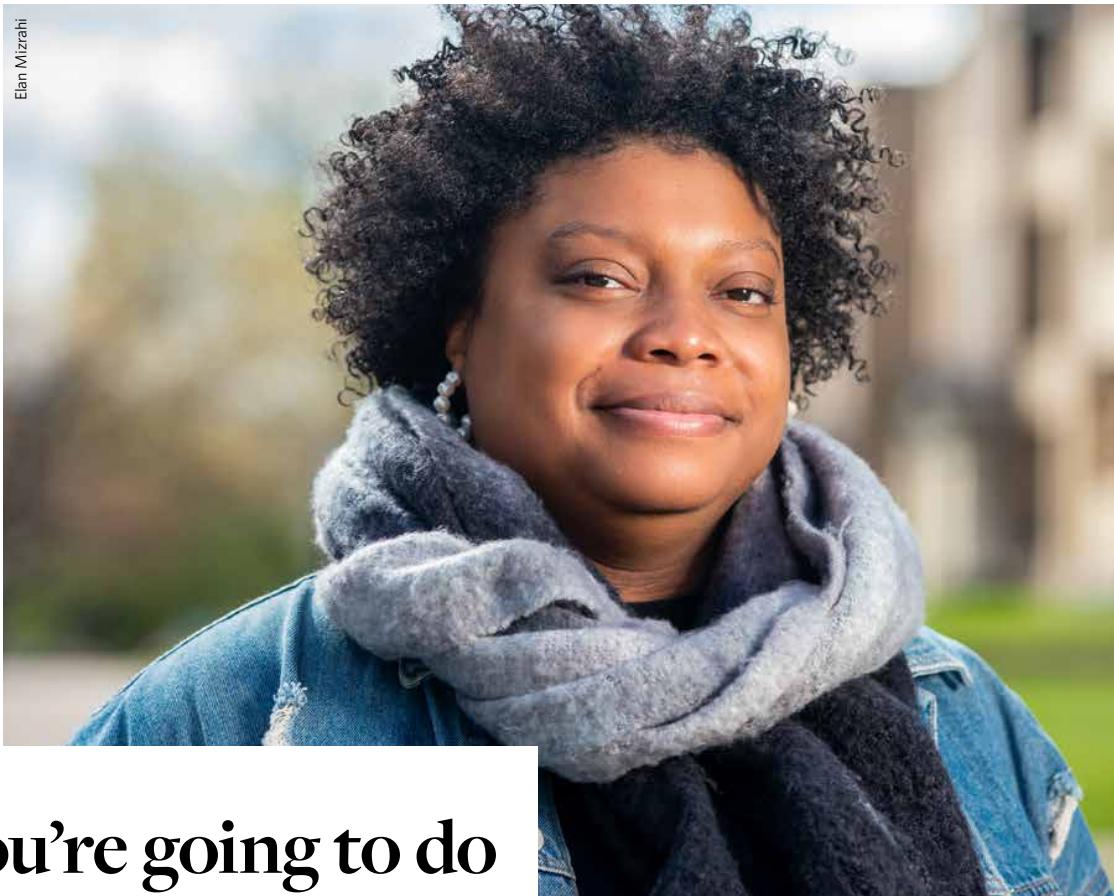
Four local Pittsburgh organizations are partnering with the four artists in the Public Art and Communities program:

Frogang Foundation, a self-empowerment nonprofit for Black women and girls

Steel Smiling, a mental health support organization focused on the African American community

Brashear Association, a nonprofit providing social services to Pittsburgh's southern neighborhoods

Etna Community Organization and Sharpsburg Neighborhood Organization (ECO+SNO), two groups based in municipalities north of Pittsburgh



“If you’re going to do public art, it should be something that the community is comfortable with, that reflects them, celebrates them, and is something they can take part of.”

Nell Rushin, mixed-media artist collaborating with Frogang Foundation, on the issues of mental health, racism, social isolation and exclusion for Black women and girls

includes “maintaining and respecting cultural identity and the cultural assets of a neighborhood.”

This thinking is evident in Ms. Njie’s “Homecoming.” She didn’t set out to capture 100 years of neighborhood history. But after working with the Hill District community — especially Terri Baltimore, who at the time managed community engagement for the now-defunct Hill House Association — that’s what happened.

Ms. Njie told PAC participants during a training session last year that working with community institutions paved the way into a neighborhood she knew but didn’t live in. Ms. Njie recalled how Ms. Baltimore told her “about all these places, all these people that the history books might not necessarily acknowledge, but clearly made their imprint on the neighborhood.”

Ms. Njie said that what residents wanted most was to have their stories told, and the resulting project was “grassroots, from the ground up, from a very people-centered point of view.”

Promoting positive self-image

Frogang begins with natural Black hair. As an “organization and a movement that teaches Black girls to love their natural selves, Frogang’s mission is to promote positive self-images for Black girls so they recognize their self-worth and see beauty when they look in the mirror,” founder Kelli Shakur said.



Elian Mizrahi

Mixed-media artist Rell Rushin has been participating in Frogang's "Successful Sister Sessions," weekend gatherings with girls ages 4 to 16 that include affirmations, storytelling and conversations about leadership and self-care.

Ms. Shakur and Ms. Rushin both noted that they are already "in community" with one another, but Ms. Rushin understands that the final artwork will belong to a physical community where she doesn't reside.

"They're constantly reminding us that community comes first," she said of the Office of Public Art and Neighborhood Allies. "If you're going to do public art, it should be something that the community is comfortable with, that reflects them, celebrates them and is something they can take part of."

"Not many Black artists get this opportunity to be in the forefront in this way," Ms. Rushin added.

The team's design concept — a mural — will be an act of placemaking. Facing a vacant lot that Ms. Shakur envisions using for Frogang events, the artwork and the space together will expand the organization's presence in Pittsburgh's Beltzhoover neighborhood.

Whatever form the mural takes, it will be co-created with the girls. The most important thing is that "it will look like them," Ms. Shakur said, adding, "Rell is an awesome artist, and my girls have amazing visions. When you put the two together, we'll make magic."

"The intention and goal is for people to take away new creative strategies to add to their coping skills."

Nola Mims, multimedia studio artist working with Steel Smiling on the topic of Black mental health

Encouraging mental health

Bridging the gap between the region's Black community and mental wellness, Steel Smiling is both a mental health and a workforce development organization, said Julius Boatwright, the organization's founder and CEO.

Since December of 2015, Steel Smiling has been coordinating mental health support, training, and treatment for Black community members. As part of its Beams to Bridges (B2B) program, lay participants become nationally certified as mental health advocates in their day-to-day lives and workplaces, Mr. Boatwright said. Recent B2B graduates have returned to participate in PAC.

Mr. Boatwright has seen how art can address increased social isolation worsened by the pandemic by helping B2B members tap into something they "couldn't get to before" with talk therapy alone.

"It's getting them excited to do something different," Mr. Boatwright said.

With a background in studio arts and psychology, Nola Mims is putting all their training and skills to work for Steel Smiling. Instead of producing a single work of art, Mx. Mims is creating a series of nine workshops that will enable B2B members to explore a variety of artistic pursuits, such as West African dance, deejaying and creative writing, and to find a practice that they're passionate about.

"The intention and goal is for people to take away new creative strategies to add to their coping skills," Mx. Mims said. "Second to that is finding something special in what they're doing, and that they'll want to continue."

Finding appropriate venues to accommodate creative healing activities for a Black mental health organization has been difficult. "There are not a lot of Black-run spaces in a city like Pittsburgh to do a lot of the things that we're setting out to do," said Mx. Mims.

Steel Smiling represents an evolving definition of "community," one not always bound by geography, yet Mr. Boatwright



“But what about [celebrating food] is art? It’s a cool idea and could not be art, but we’re going to make it art.”

Lindsey Peck Scherloum, multimedia artist partnering with the Brashear Association on the issues of food insecurity and social isolation

“I want people to experience it, and live it, and interact with it, and become part of it.”

Jason McKoy, artist, brand consultant and social innovator collaborating with the Etna Community Organization and Sharpsburg Neighborhood Organization on the topic of social isolation



Eitan Mizrahi

stressed the importance of empowering those who are in a community location.

“How do we honor the expertise in a community?” he asked, noting that expertise can be found in those who aren’t mental health professionals, “but may be the grandma, the aunt or uncle that everyone loves and trusts.”

“The difference is ‘doing with’ versus ‘doing for,’ ” he said, which resembles Urban Institute’s definition of cultural vitality and the ways that art and culture can come out of communities, rather than being “brought to” them.

Eliminating stigmas

Since 1917, the Brashear Association has been providing Pittsburgh’s southern neighborhoods with employment and housing support, youth services and food assistance. Margie Schill, communications and marketing manager for the organization, said that unease about food insecurity prevents many community members from accessing Brashear’s services.

"It's an issue in our community that we recognize is sometimes hard for people to talk about," Ms. Schill said. She's hoping that the PAC initiative can make those conversations easier.

"We've been thinking about how to get them involved in this conversation, and maybe break down some of that stigma so that those who haven't accessed our services before might feel more comfortable doing so."

With prior experience conducting community outreach, multimedia artist Lindsey Peck Scherloum has focused on "getting residents more comfortable with having conversations about food." Instead of holding face-to-face or Zoom meetings, Ms. Scherloum has collected residents' food-related stories and memories via prepaid mailers.

"Sometimes that means something as simple as sharing an old family recipe," she said.

Ms. Scherloum will continue to gather information that residents leave in uniquely designed "drop boxes" placed where people already go, such as corner stores, churches and the library. While the team's final project hasn't been decided, it will involve residents celebrating food — together.

"But what about that is art?" Ms. Scherloum asked, bringing up the likely question herself. "It's a cool idea and could not be art, but we're going to make it art."

Building community connections

The towns of Sharpsburg, Etna and Millvale make up the Triboro Ecodistrict, a partnership created in 2017 to promote shared sustainable community development goals. Megan Tuñón, executive director of the Etna Community Organization (ECO), said her organization had only begun implementing its newly created Ecodistrict plan when the pandemic struck.

"We suddenly had to do food programs and help local businesses rather than the infrastructure plans we had laid out," Ms. Tuñón said.

The Public Art and Communities program arrived at the right time for both the Etna Community Organization and the Sharpsburg Neighborhood Organization (SNO). "It's what people wanted to talk about. People appreciated focusing on their basic needs, and not just streets and sewers," Ms. Tuñón said.

Brittany Reno, SNO's executive director, said that recent planning efforts revealed a community desire to see more public art. When PAC came along, "we knew some of the issues we were dealing with [concerning] some of our more

vulnerable community members, and we wanted to jump on the opportunity," she explained.

Community-based art is not new for artist Jason McKoy. His work, often technology-based, is meant to be "disruptive to environments."

"I want people to experience it, and live it, and interact with it, and become part of it," he said.

The Etna and Sharpsburg sustainability plans available through the ECO+SNO collaboration offered many themes to explore through PAC, but when Mr. McKoy solicited residents' input via postcards, what was "coming directly from the community was isolation, isolation, isolation," he said.

Mr. McKoy's concept involves two "digital windows" (think vertical, solar-powered TV screens) installed in each borough that will "look" from one into the other. Each screen will live-stream, but not record, everyday activities captured via cameras placed in respective communities.

Instead of creating two separate art pieces for each borough, Mr. McKoy said, "We'll do something that threads the communities together."

Empowering local residents

Originally brought together by the Endowments and the Henry L. Hillman Foundation, the Office of Public Art and Neighborhood Allies have united artists and communities to address critically important matters through a comprehensive approach to creating public art. The foundations recognized that as rapid-paced urban redevelopment and neighborhood change accelerates here and nationwide, the need for meaningful community engagement is paramount.

Putting residents at the center of interpreting their own neighborhoods for outside artists gives communities agency, Ms. Sarbaugh noted. Through co-created public art, she said, "PAC provides authentic access to cultural activity for residents that more passive theater or gallery experiences can't do."

"It's really about restoring power in our communities," Mr. Gillespie said of collaborations like PAC. "There's no better way to address the legacy of the culture of our communities than the ability of communities to be meaningful partners in the revitalization of their neighborhoods." h



OVERCOMING PANDEMIC HIGH ANXIETY

The COVID-19 pandemic spotlighted the need for good mental health support during the crisis and beyond, and meeting that challenge has expanded options and perspectives on quality care.
By Mark Kramer



Before the COVID-19 pandemic, Deana Ekas had never counseled her teen and young adult clients through a computer screen.

But in spring 2020, Ms. Ekas, director of behavioral health services for the Division of Adolescent and Young Adult Medicine at UPMC Children's Hospital of Pittsburgh, and her team of counselors found themselves doing just that. They had to quickly shift all services from in-person, office-based interactions to telehealth. "It was more difficult to assess kids on a screen," she said. "Behavioral health is very nuanced. We're looking at body language. We're looking at eye contact. There's a lot that goes into a behavioral health assessment other than just asking questions."

Her clients expressed burnout from excessive screen time and anxiety around their families' increased needs. But also, many began meeting with her more frequently than before the pandemic. In fact, in more than 30 years of clinical work, Ms. Ekas had never seen such demand in her field and increased wait times to receive services. Meanwhile, she

and her colleagues could no longer drop into one another's offices to consult about clients.

"Therapists were going through the whole trauma of the pandemic while everybody else was, too," she said.

Still, she and her coworkers adapted by consulting one another every day over Microsoft Teams videoconferencing during a group lunchtime. Their clients adapted as well. Some found counseling sessions conducted from their own bedrooms to be more comfortable than the anxiety of coming into a waiting room and office and more convenient for their parents.

Two years later, Ms. Ekas is again meeting clients in person, though about half her caseload remains online. She's able to follow more clients into their college years due to remote meetings, and demand remains high.

According to the National Alliance on Mental Illness, 1 in 5 Americans were affected by mental health problems in 2020. The Kaiser Family Foundation found that the number of adults reporting anxiety or depression quadrupled over the last two years. The Centers for Disease Control and Prevention reported a 28 percent rise in overdoses during the first year of the pandemic.

The COVID-19 pandemic has clearly exacerbated mental health problems across the country, and in turn affected individuals' "behavioral health"—those behaviors that impact someone's health, including their physical and mental well-being.

Behavioral health programs in southwestern Pennsylvania have experienced these trends firsthand. According to Dr. Noreen Fredrick, vice president of ambulatory and community behavioral health services at UPMC Western Psychiatric Hospital, her programs saw a 25 percent increase in the number of outpatients they served from 2019 to 2021 and a 10 percent rise in calls for child behavioral health services between January 2021 and January 2022. Also, during the first two years of the pandemic in general, more calls were made to UPMC's PsychCare+ hotline and wait times increased as clients sought services at higher rates than they were available.

In response to these pandemic-related issues, agencies and organizations in the Pittsburgh region have pivoted their programs, often innovating in ways that are transforming approaches to addressing mental and behavioral health challenges faced by individuals of all ages and backgrounds while reinforcing the importance of meeting practical human needs.

Dr. Fredrick said the silver lining is that the pandemic has "shined a light on how people are now taking care of their mental health, making it a priority, making it a part of their normal routine of care."

Telehealth for mental health

Like other sectors, behavioral health providers and clients turned to digital formats such as FaceTime and Zoom during the pandemic. While telehealth was already a growing form of care, the U.S. Department of Health and Human Services found a 32-fold increase in telehealth behavioral health care from 2019 to 2020.

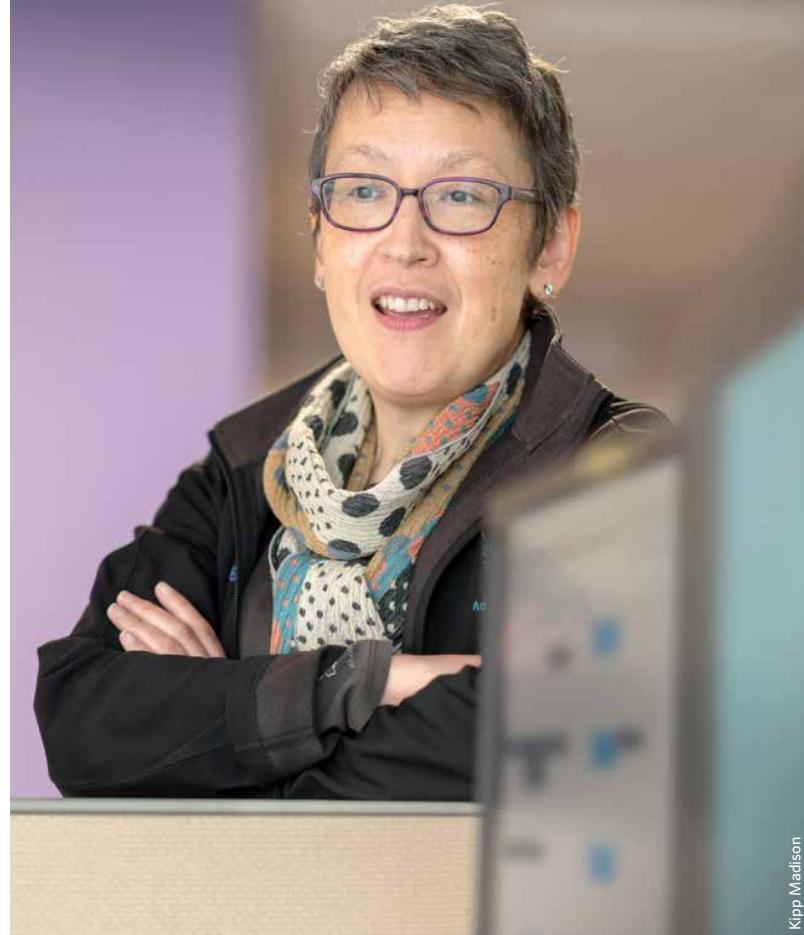
Denise Macerelli is deputy director for the Office of Behavioral Health in the Allegheny County Department of Human Services (DHS). She said many clients found telehealth services to be beneficial. Providers have seen a drop in no-show rates, and many families and adolescents have preferred remote therapy. Other providers found that telehealth enables people with autism or intellectual disabilities to receive care without disrupting their routines. This also allows providers a better window into clients' daily circumstances.

Still, telehealth isn't a fit for everyone or every circumstance. "If you're in crisis, it turns out trying to install some new app on your phone that's HIPAA compliant—that's not a really great crisis intervention tool," said Dr. Jack Rozel, medical director for resolve Crisis Services, referring to the Health Insurance Portability and Accountability Act of 1996, the federal law that restricts the release of medical information. "When people are in crisis, having someone there in person really makes a world of difference."

To access telehealth services, a reliable device and internet connection are needed.

“Most people who are stressed and distressed and really experiencing sleep disturbances and anxiety and so forth do not necessarily have psychiatric disorders. And the solutions are not necessarily more therapy.”

Dr. Elizabeth Miller, medical director of community and population health for the University of Pittsburgh's School of Medicine and director of the Division of Adolescent and Young Adult Medicine at UPMC Children's Hospital of Pittsburgh



Kipp Madison

Heading into the pandemic, almost 1 in 5 Allegheny County households lacked at-home internet. Beyond the Laptops is a campaign that was created by community development nonprofit Neighborhood Allies and Pittsburgh Public Schools to address disparities in digital access and has been supported by The Heinz Endowments and other foundations, corporations and organizations. According to campaign officials, 13 percent of households in Pittsburgh do not have computers. Meanwhile, in some households many users must share devices.

Dr. Elizabeth Miller, medical director of community and population health for University of Pittsburgh's School of Medicine and director of the Division of Adolescent and Young Adult Medicine at UPMC Children's Hospital of Pittsburgh, recalled speaking with one elderly resident by phone because he didn't have access to the internet. He told her, "Doc, I feel like I just won the lottery. I thought you all would just forget about me."

Dr. Miller told him they were registering him for COVID vaccinations, which she viewed as a form of mental health care because vaccinations can help people regain a sense of normalcy in their daily lives.

Various programs have scrambled to close the digital divide by providing laptops, smart-phones and Wi-Fi connections. For example, by the end of last year, Beyond the Laptops had helped to connect 1,000 people to free internet and distributed 1,900 refurbished and new laptops to Pittsburgh Public Schools students and other community members, and then worked with local broadband providers to give households an internet connection.

Ms. Macerelli said DHS programs provided clients with similar digital supports, while adding that "the needs of some of our providers were no different than the needs of the families." And according to other DHS officials, last summer the agency fulfilled \$3.38 million in provider requests for devices and internet connections.

Helping children feel secure

Paul Siefken, president of Fred Rogers Productions, said that children need a sense of normalcy to develop emotionally and socially. During the pandemic, his organization, which produces children's television content for more than 200 U.S. television markets, spotlighted episodes that were relevant to pandemic circumstances or produced new content to meet the moment.



For instance, “Daniel Tiger’s Neighborhood” addressed the need to stay home to help keep neighborhoods healthy and safe, though the show didn’t explicitly mention COVID-19. The company also made downloadable versions of content that could be used offline and worked with PBS KIDS to create games compatible with older computers and operating systems so that they are more accessible for everyone.

“Our content became really a lifeline for families who relied on quality educational media available to them for free through PBS and broadcast and streaming video,” Mr. Siefken said. According to Nielsen, more than 96 percent of households have some form of television access, whether through over-the-air antenna, satellite or broadband internet.

Mr. Siefken added that Fred Rogers Productions also has provided emotional and social support to children by organizing local collection drives where children could donate food, toys, clothes or school supplies at local television stations, thereby “introducing

children to the idea that they can participate in their community, they can help other people... and feel empathy for other people.”

Economic and social strains on mental health

Many behavioral health services providers said the pandemic highlighted how basic economic and social needs and stressors, such as food or housing insecurity or the loss of a job, deeply affect peoples’ mental health. The pandemic also has underlined the disparate ways in which people experience these problems.

A January 2022 survey by the United Way of Southwestern Pennsylvania found that anxiety levels were highest among low-income households and most pronounced among younger age groups. Black parents and caregivers responding to a Healthy Start survey said their top concerns were financial obligations and isolation.

“Most people who are stressed and distressed and really experiencing sleep disturbances and anxiety and so forth do not necessarily have psychiatric disorders,” Dr. Miller said. “And the solutions are not necessarily more therapy.”

KIDS AND MENTAL WELLNESS

“Daniel Tiger’s Neighborhood: Won’t You Sing Along with Me?” was a special music-filled video created by Fred Rogers Productions to help address some of the challenges children and their families experienced during the COVID-19 pandemic. The story shows how Mom and Dad Tiger used songs to reassure and encourage Daniel Tiger when he found out he can’t gather with his neighbors at the Neighborhood Carnival.

Her programs and many other behavioral health care providers pivoted to provide practical supports, such as connecting clients to food pantries or even delivering food, or giving parents of young children diapers and formula.

"When we medicalize and pathologize what are really structural and system failures to distribute resources equitably, to support employment equitably, and to reduce parental stressors equitably, and [we] say we're in a mental health crisis, we're actually shifting the lens away from what are really policy and structural inequities that need to be addressed," Dr. Miller contended.

While foundations like the Endowments and other organizations may not have specific initiatives addressing mental health, many support efforts by large and small community nonprofits and government agencies like the DHS to rectify the inequities and other social and economic challenges that Dr. Miller explained affect mental and behavioral health.

For example, the Endowments supports several programs designed to help military veterans readjust and thrive in civilian life. In discussing mental health care for veterans, Megan Andros, the Endowments' senior program officer for veterans, pointed out that most trauma affecting military veterans—and exacerbated by the pandemic—isn't combat related but instead a result of other experiences such as sexual assault or childhood trauma. She said that community organizations need to determine which of their clients are military veterans and then focus on crisis prevention, holistic and coordinated care efforts, and practical supports, such as workforce development.

Making services more effective

As was the case for other sectors, behavioral health services providers saw a loss or decrease in availability of staff, making the provision of care that much more difficult. Ms. Macerelli of the county DHS Office of Behavioral Health noted many vacancies among DHS's 300-plus agencies even while, as "essential workers," most of

We're at an inflection point, and part of this is because of technology and part of this is because of policy and part of this is because the world has changed."

Dr. Jack Rozel, medical director, resolve Crisis Services

the remaining staff had to provide in-person support as much as possible.

UPMC's behavioral health services also have lost staff, though "the major factor driving that is the workload in terms of paperwork," according to Dr. Fredrick of UPMC Western Psychiatric Hospital, "and the paperwork is driven by regulations." She said administrative burdens caused by Medicaid claims in particular are pushing overworked staff to leave for the private sector.

Still, changes to regulations and other innovations resulting from the pandemic may lead to long-term reform in behavioral health care.

Ms. Macerelli sees an opportunity now to codify what were emergency changes to the delivery of telehealth services, such as allowing the use of phones for therapy sessions and simplifying treatment consents. Her office is part of a statewide stakeholder committee examining these issues.

At the Division of Adolescent and Young Adult Medicine at UPMC Children's Hospital of Pittsburgh, Ms. Ekas hopes that telehealth is here to stay. "Anything that creates a barrier to young people receiving care is not a good idea," she said, "and taking away telehealth would create a barrier for young people to get care. They're very tech savvy. They're very comfortable with this platform. Some of them absolutely prefer it."

As for other changes to behavioral health, Dr. Rozel of resolve Crisis Services said that the confluence of an increase in Black Lives Matter protests with the pandemic led to further discussion questioning the effectiveness of using law enforcement to help someone dealing with a mental health crisis.

He also points to the National Suicide Prevention Lifeline, which uses the number 988 for mental health crises, much as people use 911 for other types of emergencies. Beginning July 16, that number will become a national service that routes users to local partners of the Lifeline.

"This is going to be a game changer," he said, noting that most people, even service providers, don't currently know their local crisis intervention phone numbers.

Dr. Rozel added that the federal Substance Abuse and Mental Health Services Administration recently made significant increases to spending on crisis services and other mental health care. And he sees recent changes in care, from how mobile crisis services are routed and delivered to the use of remote support groups and texting to care for clients, as transformative.

"We're at an inflection point," he said, "and part of this is because of technology and part of this is because of policy and part of this is because the world has changed." **h**

ANOTHER FOND FAREWELL

James Walton, who retired as vice chairman emeritus of The Heinz Endowments in October 2020, passed away on Jan. 2 of this year. His tenure with Heinz foundations spanned more than 37 years and included serving as chairman of the Vira I. Heinz Endowment, which merged with the Howard Heinz Endowment in 2007 to form The Heinz Endowments.



Mr. Walton's professional career included serving as an executive with Gulf Oil and president of the Carnegie Institute, today the Carnegie Museums and the Carnegie Library. Through his passion for the arts, he developed deep and personal friendships with the late H.J. "Jack" Heinz II and Vira I. Heinz. Because of her commitment to philanthropic and civic work, Vira Heinz asked that Mr. Walton help establish and lead her charitable foundation after her death, which occurred in 1983.

A foundation was created in her name that year, and Mr. Walton joined as trustee, subsequently becoming board chairman. He was appointed vice chairman of The Heinz Endowments in 2007, supporting Teresa Heinz as board chairman. When her son André was elected chairman of the Endowments in 2016, Mr. Walton became vice chairman emeritus.

At Mr. Walton's passing, Mr. Heinz said that he "leaves our community and beyond a legacy of extraordinary achievements... Especially, we reflect on Jim's human qualities that have distinguished his success as a senior corporate executive, as a philanthropic leader, as a husband, father and grandfather, as a friend and counselor, and as a man whose humor, wisdom and elegance illuminated our progress throughout his leadership with the Endowments and its predecessor organizations."

STAFF NEWS

Heinz Endowments Vice President for Equity & Research Carmen Anderson was honored by the media outlet City & State Pennsylvania as one of this year's Pittsburgh Power 100. The listing recognizes the city's leaders in a variety of arenas, including politics, organized labor, business, health care, education and philanthropy. Ms. Anderson was honored for her leadership in the foundation's efforts to promote diversity, inclusion and equity in the region.

Endowments Creative Learning Program Officer Mac Howison contributed a chapter to the recently published book "It Takes an Ecosystem: Understanding the People, Places and Possibilities of Learning and Development Across Settings," which examines the systems in which adults engage young people and how those systems can be changed to strengthen the learning and development of youth. The chapter that Mr. Howison wrote looks at the progress and impact of efforts in Pittsburgh to use arts and culture and the work of teaching artists to create transformative learning experiences for young people.

NEW SCHOLAR HOUSE LEADER

Diamonte Walker, formerly deputy executive director of Pittsburgh's Urban Redevelopment Authority, stepped down from that position this spring to become the inaugural CEO of the Pittsburgh Scholar House, an affiliate of the Family Scholar House based in Louisville, Kentucky. Bringing the Scholar House program to Pittsburgh was an effort of The Heinz Endowments' Learning Strategic Area, and received support from the Henry L. Hillman and PNC foundations. The Pittsburgh Council on Higher Education joined the foundations in launching the local affiliate and conducting a search for its leader.

The Scholar House program is designed to provide a comprehensive, holistic continuum of care for families experiencing poverty, unstable housing and often domestic violence, and to empower them to achieve their educational, career and family goals.



ADDRESSING VETERANS' HEALTH DECLINES

The Heinz Endowments was among several funders of a national study that found that the proportion of veterans reporting good health and well-being decreased rather than increased during the first three years after their discharge. The project, which was managed by the Henry M. Jackson Foundation for the Advancement of Military Medicine, studied a sample of 3,733 women and men who left the military in the fall of 2016.

"Changes in the health and broader well-being of U.S. veterans in the first three years after leaving military service: Overall trends and group differences" found that while declines in the proportion of veterans reporting positive well-being were not large, several were noteworthy because they included areas that might have been expected to improve after entering civilian life. Among these were an increasing proportion of veterans who reported mental health concerns, which was greater for women than men, and the declining proportion of veterans reporting higher levels of community involvement, which decreased most among male veterans. The study also showed that female veterans experienced declines in more aspects of health and well-being than male veterans, which suggested that female veterans face unique challenges transitioning from military service.

Researchers concluded the findings revealed the need for enhanced prevention and early intervention efforts to reduce these declines and for special measures to address the unique readjustment concerns of female veterans and other vulnerable groups.

h MAGAZINE AWARDS

In May, the Press Club of Western Pennsylvania recognized work in *h* magazine with six awards as part of the organization's annual Golden Quill contest spotlighting excellence in journalism in Western Pennsylvania and nearby counties in Ohio and West Virginia. All entries for *h* competed in Division 7, which included nonprofit and institutional magazines.



The award recipients and their winning titles and categories were:

Illustration

"Clean Spaces," Donna Grethen

Cover Design

"Celebrating America's Cultural Treasures: How a National Initiative Is Elevating Local Cultural Legacies," Kagan McCleod

Feature Photo

"Industry Ills-Bryan Latkanich," Joshua Franzos

News Feature Story

"Child Care Ingenuity," Cristina Rouvalis

Medical/Health Story

"Our Best Shot," Julia Fraser

Science/Environment Story

"Fighting for Air" and "Air Sickness," Jeffery Fraser



AWARDING THE ARTS

Several local artists have received awards from the Endowments and other Pittsburgh foundations that honor their achievements and support their ongoing work.

As part of the Carol R. Brown Creative Achievement Awards, choreographer and visual artist Staycee R. Pearl, above left, was named Established Artist, and multifaceted musician Danielle "INEZ" Walker, above right, was named Emerging Artist. Chosen from a field of 170 public nominations, each was given an unrestricted award of \$20,000. The Carol R. Brown Creative Achievement Awards is a shared initiative of The Heinz Endowments, The Pittsburgh Foundation and the Opportunity Fund. The program was created in recognition of the key role Ms. Brown, who was president of the Pittsburgh Cultural Trust from 1986 to 2001, played in the revitalization of Pittsburgh's downtown arts district.

The Endowments also has distributed the first funding for its new Creative Development Awards, an annual grantmaking program that celebrates the Pittsburgh region's professional artists and has a special focus on those whose artistic achievements show great promise. Grants totaling \$351,000 were awarded to 14 artists and organizations, representing a diverse range of artistic disciplines, including animation, photography, theater and metalsmithing.

The individual artists who received awards were visual artist N.E. Brown; musician Clara Kent; mosaic artist Rachel Sager; composer Timothy Stoddard; visual artist Imlin Yeh; fiber artist LaVerne Kemp; photographer Ed Panar; and filmmaker James Duesing.

Organizations receiving awards were Children's Museum of Pittsburgh to support an artist residency with Shohei Katayama; City Theatre Company to support an artist residency with musician and composer Theron Brown; Contemporary Craft to support a nine-month artist residency with Tereneh Idia; Fashion-AFRICANA for a residency with multimedia Rwandan artist Cedric Mizerio; Pittsburgh Glass Center for a residency and culminating exhibition with photographer, engineer and glass artist Mikael Owunna; and Pittsburgh Public Theater for support of a residency with theatrical director, actor and teacher Justin Emeka.

NEW LEADERSHIP OFFICE & TRAINING

The Advanced Leadership Institute (TALI), established to cultivate and promote Black executive talent, has opened a new office in Downtown Pittsburgh at One BNY Mellon Center. Within the nearly 2,000 square feet of space are four offices, four workstations, a conference room, break room and reception area. BNY Mellon is underwriting the office space, and the lease, which was finalized late last year, runs through December 30, 2027.

At the beginning of this year, TALI and Carnegie Mellon University announced the 2022 cohort of the institute's Executive Leadership Academy. Twenty-five individuals, who hold top-level positions in for-profit corporations and nonprofit organizations, participated in a seven-month executive education program through Carnegie Mellon's Tepper School of Business. TALI has received support from several Pittsburgh corporations and foundations, including the Endowments, with Carnegie Mellon serving as its academic partner.

EXAMINING CITY GOVERNMENT

To support the new city administration of Pittsburgh Mayor Ed Gainey, The Heinz Endowments and The Pittsburgh Foundation funded a review of city operations by the New Orleans-based Thomas Consulting Group. The process included documenting the status of about two dozen government entities, analyzing finances, researching best practices in department functions, and assisting transition committees in the public forums that would shape Mr. Gainey's agenda.

The consultants produced a series of reports covering the range of city government functions. A public website also was developed to provide transparency in the transition work and serve as a reference guide for city residents.



HONORING A SCIENCE TRAILBLAZER

The Pennsylvania State University has renamed a building at its Innovation Park, a 118-acre office, manufacturing and research space, the Shirley M. Malcom Building. Dr. Shirley Malcom is a Heinz Endowments board member and a trailblazer in the scientific community who helped create a more inclusive environment for women of color in the STEM (science, technology, engineering and math) fields.

Dr. Malcom has served as head of Education and Human Resources Programs at the American Association for the Advancement of Science; a member of the National Science Board, the policymaking body of the National Science Foundation; and a member of former President Bill Clinton's Committee of Advisors on Science and Technology. She currently serves as co-chair of the Gender Advisory Board of the U.N. Commission on Science & Technology for Development.

Dr. Malcom co-wrote a landmark 1976 report titled "The Double Bind: The Price of Being a Minority Woman in Science," which examined ways to increase representation in the STEM fields. In 2003, she received the Public Welfare Medal of the National Academy of Sciences, the highest award given by the academy.

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