

MOVING DOWNTOWN

Why some of the most important philanthropy in your city may support upscale lofts, killer nightlife, exotic groceries and cheap parking.

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The Magazine of The Heinz Endowments

inside

Founded more than four decades apart, the Howard Heinz Endowment, established in 1941, and the Vira I. Heinz Endowment, established in 1986, are the products of a deep family commitment to community and the common good that began with H. J. Heinz and continues to this day.

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

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

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

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

About the cover Pittsburgh urban dweller Joy Braunstein begins a midafternoon walk in front of her downtown apartment with pooches Ringo, foreground, and Cassidy, who loves the sights but seldom touches the sidewalk. Braunstein represents the “young professionals,” one of several markets that foundations and other groups are courting to increase center-city living.

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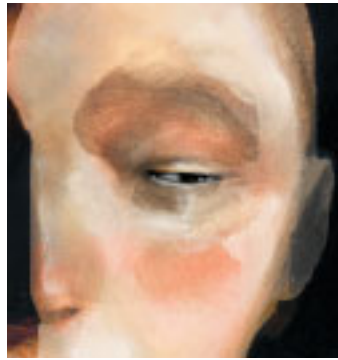
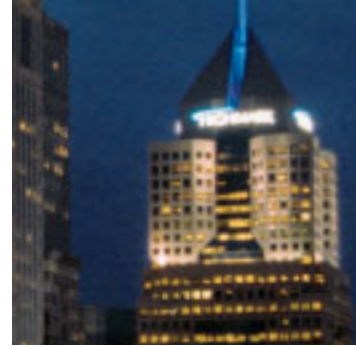
College Course

Suddenly, the country's community college system is the new higher-education miracle—expected to qualify millions of Americans for better-paying jobs or new careers. But who will pay the bill? Who will train administrators for the tough road ahead?

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Home Town

In Pittsburgh, foundations are among those lighting the fuses that they hope will end in a spectacular downtown housing boom.



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Crime Seen

Young people exposed to violence now have a way to cope and work through their fears, thanks to a nationally respected program that trains adults to see the world the way children do.

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From Fall 2004

One Life at a Time

Jim Davidson's story on Richard Garland and his leadership of the *One Vision, One Life* program reminds us that for the past quarter century, our nation's primary response to crime has been incarceration — after the damage of the crime has been suffered.

It would be so much better if we could intervene before the crime — prevent it from happening. That would avoid the heartbreak experienced by Adrienne Young and other mothers like her who have lost loved ones to street violence. It also would save tax-payers the \$20,000 to \$25,000 a year it takes to imprison a young killer—well over \$1 million total for a prisoner serving a 50-year term.

Much of the rhetoric about prevention seeks to address such “root causes” as education, jobs and poverty. But it has been extremely difficult to find effective approaches for dealing with these large societal problems. That's where the *One Vision, One Life* program comes in. Its people have the credibility to link to the community, to collect the intelligence and to influence potential violators to avoid the crimes that will create havoc for them and their neighbors.

This is what police have been trying to do through “community policing,” but results have been mixed. Doing it well requires “juice,” and that's what Richard Garland and his colleagues bring to the community. Taking on this kind of anti-establishment venture certainly has its hazards, so it's impressive that The Heinz Endowments and other foundations, along with Allegheny County's

Department of Human Services, have seen this opportunity and taken the risks to make it happen.

Alfred Blumstein
University Professor
H. John Heinz III School of Public Policy
and Management
Carnegie Mellon University, Pittsburgh

Just like *CeaseFire*, the Chicago-based initiative dedicated to stopping shootings and killings, *One Vision, One Life* is taking on one of the most important challenges facing our nation — the notion that violence is an acceptable way of resolving differences or getting one's needs met.

In both programs, too, the road to change is through one-on-one work with individuals many others have passed by or given up on. And the two share another critical element — dedicated workers who those most at risk of involvement in violent acts can identify with and learn from. Most, if not all, of the *CeaseFire* outreach workers look into the young men they work with in some of Chicago's roughest neighborhoods and see themselves looking back. A similar statement could undoubtedly be made about the workers in Pittsburgh.

Another area of overlap is the recognition that police and outreach workers have a common goal: Both want safe communities and each has a role to play in achieving that goal.

Last year, Chicago experienced its fewest homicides in 39 years. *CeaseFire* outreach workers are confident that they helped bring those numbers down, just as they know that they can help a young man or woman with a long rap sheet or someone returning home after serving a 15-year sentence become a productive member of society. No doubt, the workers in Pittsburgh believe the same.

Candice M. Kane, Ph.D.
Program Director
The Chicago Project for Violence Prevention

Philanthropic Field

I've just finished reading Jeff Fraser's article on the purchase of the 178-acre former LTV Steel Works site on the Monongahela River and my heart swells at the philanthropic vision shown by the group of foundations who joined forces to become the catalyst for redeveloping this sensitive community project.

The direct investment by The Heinz Endowments to this community redevelopment project is exactly where the philanthropic community should be investing its dollars. Foundation investments bring critical, socially responsible and patient funding to projects that are often complicated, complex and costly.

In the last two years, California's largest foundations decided to stop making land-use grants for reasons that are still unclear to many of us in the nonprofit community. This comes at a time when California's development patterns continue to contribute to the tremendous loss of open landscapes, further isolation of the poor and an undermining of the economic vitality of central cities. Thank goodness for the philanthropic vision of Pittsburgh's foundation community!

Stephanie Shakofsky
Executive Director
California Center for Land Recycling
San Francisco

(Editor's Note: Due to an editing error, a story in the Fall issue about an innovative renovation to Sarah Heinz House, one of Pittsburgh's oldest youth-development centers, incorrectly identified an affiliation for William McDonough, one of the principal architects on the project. McDonough completed his five-year term as dean of the school of architecture at the University of Virginia in 1999.)

message



By Teresa Heinz
Chairman, Howard Heinz Endowment

When my late husband's father, Jack Heinz, first envisioned Pittsburgh's Cultural District three decades ago, he had more in mind than just creating a center for the arts in his hometown. He believed a critical mass of arts organizations also could provide an engine of economic renewal for a rundown section of downtown. And, to him, that was critical, because he believed a lively downtown was the key to a vibrant city and a healthy region.

That was far from an obvious notion at a time in the nation's history when Americans were fleeing cities in droves and when regional leaders watched idly as their urban cores hollowed out into centers of blight and dysfunction ringed by suburban affluence. Decades of experience since then have taught us the high price that regions pay for allowing that to happen. Today, cities around the country are scrambling to rebuild their urban cores and bring back a new generation of city residents.

A vibrant downtown is an expression of our optimism and our pride.

This nascent return-to-the-cities movement still lay well in the future when Jack Heinz started investing in the Cultural District. What motivated him was a love for the arts and a love for his hometown, and he understood better than most how intertwined the fates of those two sources of affection really were.

A similar understanding motivates the Endowments today as we support the expansion of residential opportunities in Pittsburgh's central core. At first blush, downtown living might seem like an unusual target for philanthropy, and, in fact, it is. But we believe it makes sense on at least five different levels.

First, the secret to having a thriving downtown is people. And not just people working during business days, but people strolling the sidewalks at night and on weekends, going to shows, patronizing restaurants and generally bringing the city to life. That doesn't happen, anywhere in America, without people living downtown. Residents make the difference.

Second, a downtown bustling around the clock is important to the long-term survival of the Cultural District. Several recent studies

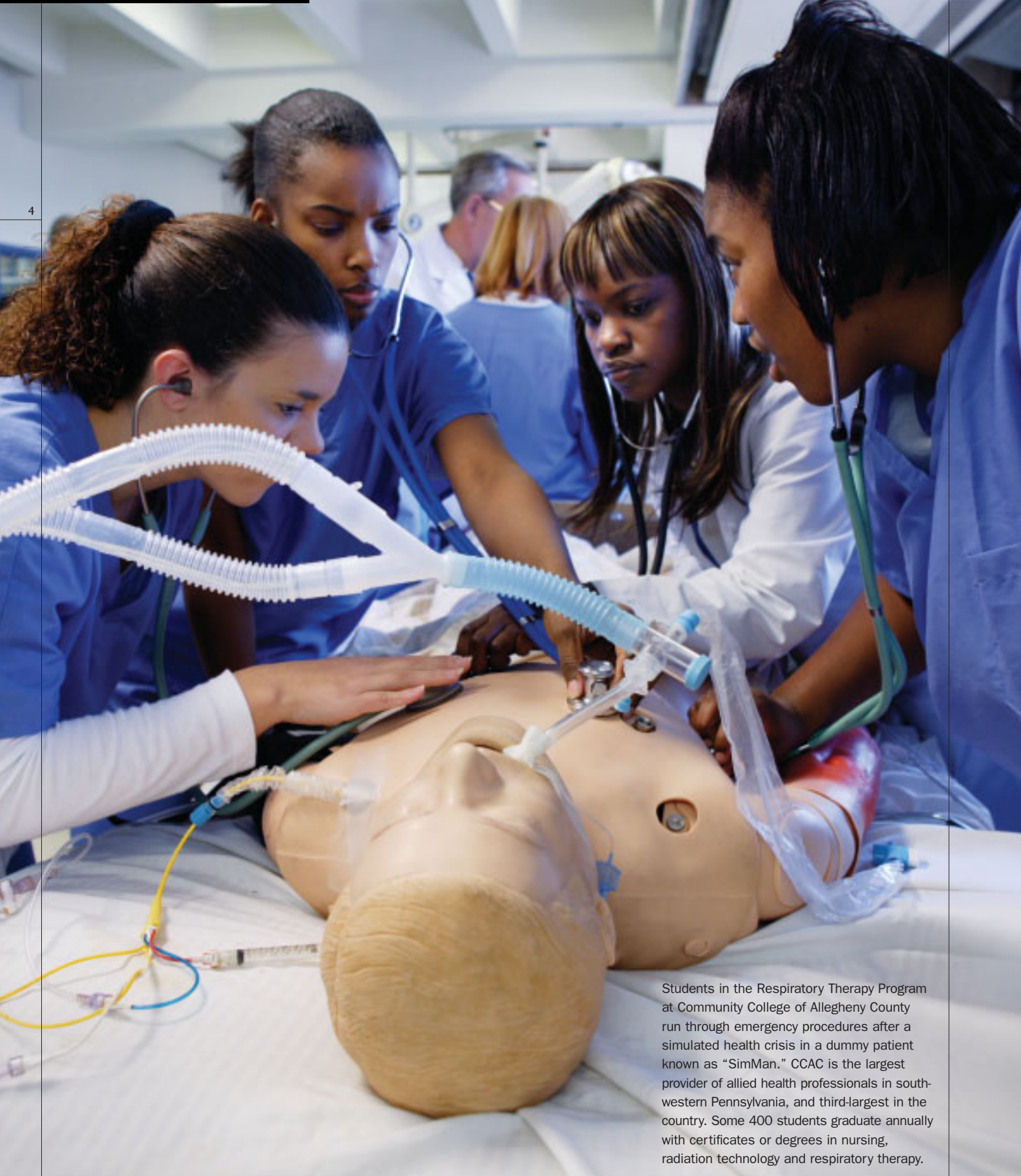
have found a growing market for downtown living, and proximity to cultural institutions is the primary draw for prospective residents. But the Cultural District also needs those residents, because they are the force that can sustain new performance venues, new shops and new restaurants, bars and bistros. And studies have shown that their presence will help attract more visitors and tourists, who see an animated Cultural District as a safer, more interesting and more desirable destination.

Third, downtown living is an important symbolic counterforce to the problem of sprawl. Even with its population challenges, the Pittsburgh region has one of the highest rates of sprawl in the country. As we have discussed many times in these pages and elsewhere, sprawl is gobbling up precious green space, snarling traffic and sapping the economic strength of our communities. Downtown living is an investment in reversing those unsustainable trends.

Fourth, downtown housing seems to make good economic sense. Several plans have been tried in recent years to rebuild the downtown core, create a new retail district or bring in new office space. They have failed. The one place where developers see a growing market opportunity is in residential housing. If we can help get that market going—not supplant the market, but jump-start it—then it only makes sense to do so.

Finally, promoting downtown living is an expression of our continuing love for this place. This city's symbolic heart lies in the Golden Triangle. Here come together not only our three rivers but also our identity as a region. We may live in the North Hills or South Hills or even another county, but here we come together as Pittsburghers. A thriving downtown, a place bustling night and day, is an expression of what we love in cities and what makes them worth having.

But at a more personal level, a vibrant downtown is an expression of our optimism and our pride. It also speaks, ultimately, to our confidence in ourselves and in the future of Pittsburgh, which is the heart of this region. *h*



Students in the Respiratory Therapy Program at Community College of Allegheny County run through emergency procedures after a simulated health crisis in a dummy patient known as "SimMan." CCAC is the largest provider of allied health professionals in southwestern Pennsylvania, and third-largest in the country. Some 400 students graduate annually with certificates or degrees in nursing, radiation technology and respiratory therapy.



COLLEGE COURSE

AFTER DECADES OF NEGLECT, COMMUNITY COLLEGES ARE SUDDENLY THE DARLINGS IN HIGHER EDUCATION, EMBRACED AS DEMAND-DRIVEN SUPPLIERS OF WORKERS FOR THE NEW ECONOMY. A REPORT ON HOW FOUNDATIONS ARE HELPING THEM SHOULDER HEAVY EXPECTATIONS. BY MICHELLE PILECKI PHOTOGRAPHY BY JOSHUA FRANZOS

An abrupt screech focuses attention on the medical monitor above the hospital bed. The heart rate is fluctuating wildly, blood-pressure and oxygen-saturation levels falling, carbon-dioxide level rising. The patient is in obvious distress, but what is the respiratory therapist supposed to do next to keep the patient breathing?

The human brain can survive only about four minutes without oxygen before suffering irreversible damage. Hesitation, delay, a wrong choice can all be fatal. “You have to start bagging!” blurts respiratory therapy student Shannon Welch from rote memory, referring to the squeezing of an airbag to push oxygen into the lungs of the patient. She is learning in this crisis situation that, for the patient to survive, ‘bagging’ has to be done quickly, automatically.

Michelle Pilecki, former executive editor of Pittsburgh Magazine, has years of experience covering western Pennsylvania's economy and educational systems. Her last story for h followed a local composer's creation of a new symphony as part of an Endowments-sponsored, artist-support program.

Community College of Beaver County's live tower operation is a cross-country draw for students wanting certification for air-traffic controller jobs that open up by the hundreds each year. But since the program can only handle 25–30 students at a time, there is a two-year waiting list. In top photo, opposite page, second-year student Judd Wallace, far right, works the tower next to supervisor Ron Horak. Below right, instructor Jim Davoli leads students through simulated air-traffic movement between airports.

The prognosis for this particular “patient” is that there will be hundreds of similar medical crises in his future. His name is “SimMan,” a medical mannequin designed to simulate a variety of symptoms—from “abnormal” to “you’re-really-in-trouble.” Welch, like her fellow students in the Community College of Allegheny County’s Respiratory Therapy program, uses SimMan to learn how to identify symptoms, make a diagnosis and then plan a course of action—all in seconds.

Respiratory therapy is just one among scores of higher-education tracks that are offered through southwestern Pennsylvania’s community colleges and hundreds of similar schools across the country. And like so many of the newer offerings, the Respiratory Therapy program is highly technical and science-based, perfectly matched to a needy employment sector and filled with significant numbers of older-adult students holding down a pay-the-bills job.

It’s more than a few course catalogs removed from the traditional community college offerings of bargain-basement educations to students who can’t afford or qualify for more expensive choices.

In fits and starts through the past two decades, the community college mission has been expanding. But only in recent years has a breathtaking new agenda developed that has community colleges as nimble educators of a growing number of distinct student groups—from immigrants to adult wage-earners moving up the ladder to displaced workers. When all the new-student groups are added up, it’s clear that the community colleges are being counted on as the new stokers of economic development for the regions in which they operate.

In many instances, philanthropy is one of the few power centers that recognize the inherent value of these schools and the danger of heaping enormous new expectations on them without supplying additional funding and leadership training.

The forces pushing these new educational tasks range from some of the country’s most forward-thinking CEOs—who believe the best future job growth will be in fields that require two years of technical training, not four-year college degrees—to no less than President George Bush, who followed up a reference to community colleges in last year’s State of the Union

Address by visiting a school in Jacksonville, Fl., in January. He promised to assist the community colleges in becoming “... more flexible and demand-driven so they can train workers for industries that are creating the most new jobs.”

While community colleges might theoretically appreciate this latest rediscovery of their special place in the country’s educational system, most are consumed with the daily struggle to supply a quality education in the face of pinched budgets, which offer little funding for training staff to meet new responsibilities. In Pennsylvania during the past five years, enrollment in community colleges has increased 25 percent to 350,000, a larger jump than in any other higher-education sector. Yet, the state Legislature has cut the subsidy paid per student by 10 percent. That has forced community colleges to cut programs and sharply raise tuition in order to clear multi-million-dollar deficits.

For several foundations in southwestern Pennsylvania, including The Heinz Endowments, a concerted effort to help community colleges get out ahead of the new expectations comes at a pivotal time. Four of the region’s five community colleges are headed by new presidents—the fifth, Daniel C. Krenzski of Westmoreland County Community College, will retire June 30.

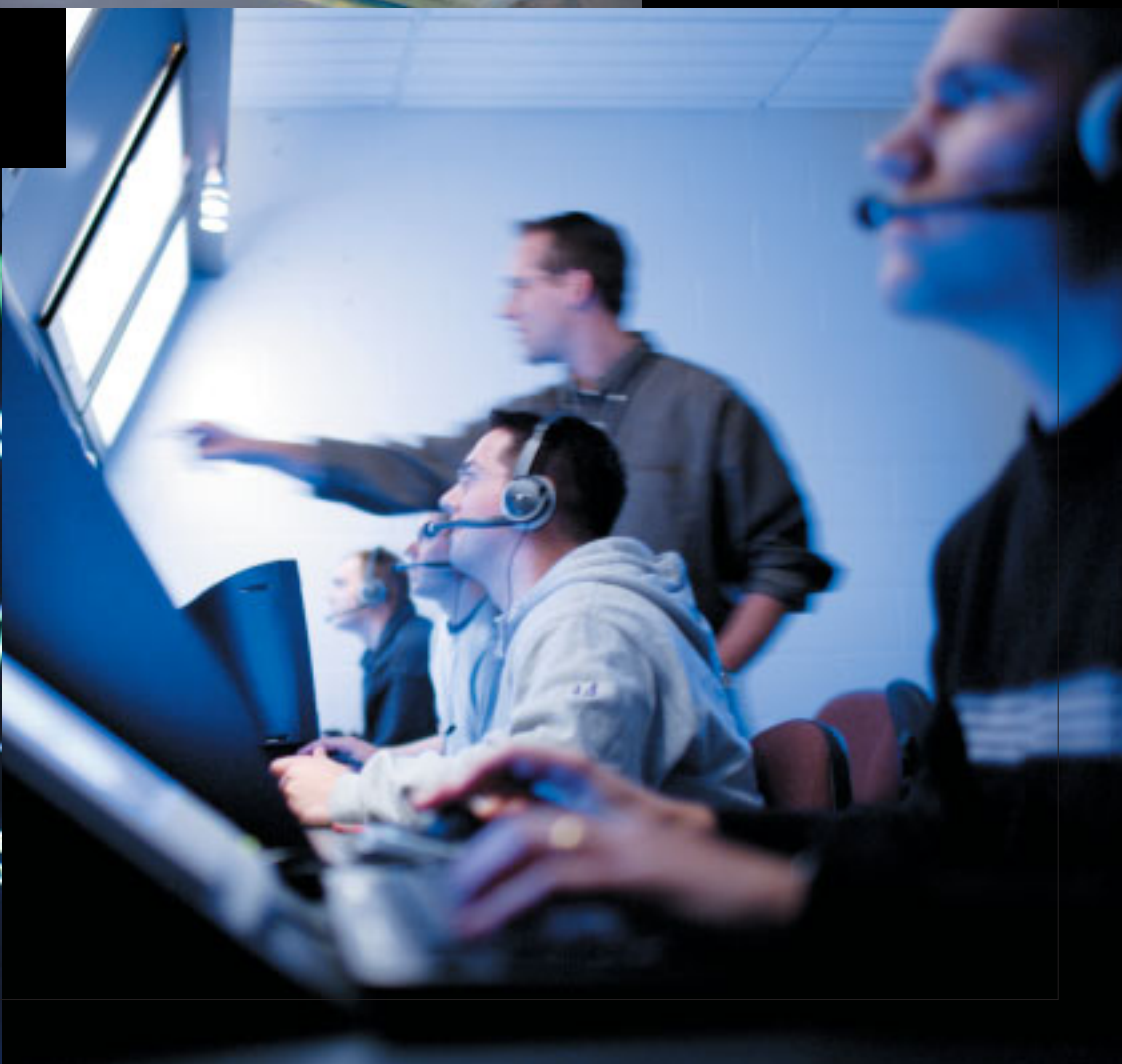
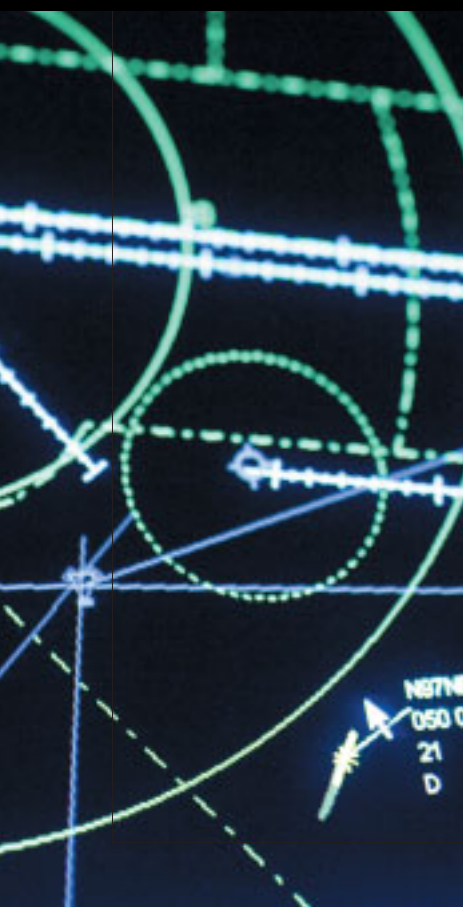
While the specifics at each school vary, the challenges are similar at all the nation’s 1,173 community colleges. They are facing cutbacks in traditional sources of funding while being expected to train new workers for today’s top-demand, tech-heavy jobs. The schools also are under pressure to sharpen their role as providers of affordable higher education. The new responsibilities include, for instance, responding to requests from business and industry managers to shape curricula so that the education process is more job-specific and can adapt quickly to changes in job descriptions.

To help community colleges better position themselves in a 21st-century economy, the Endowments and other foundations are among the groups that have formed the Community College Affinity Partnership, an organization that will develop strategies to make the schools more flexible and responsive to educational needs.



FACILITY 1
COURSE AVIC239

ENROUTE RADAR LAB
SPECIAL COURSE SPET264



“Our larger goal is to transform institutional practice more broadly by helping to shape the policy environment within which community colleges operate,” says John Colborn, deputy director for economic development at the Ford Foundation. The foundations are among the leaders of the Affinity Partnership, a growing group that also includes state and national government agencies, nonprofits and academic offices that are investing in these schools to ensure their success.

A key strategy for the Partnership is to develop “leaders with all the skills they need in policy, management and academics,” explains Leah Meyer Austin, senior vice president, research and programs, at the Lumina Foundation for Education, a new national foundation based in Indianapolis, and another leader of the affinity group.

“There’s a new mold of president coming out. It’s a community college leader who is far more entrepreneurial,” says Suzanne Elise Walsh, the Endowments’ program officer in economic opportunity. The new presidents are learning to deal with issues of accountability and of developing leadership skills throughout their administrative teams. “They realize that, if they can improve their system, ultimately it is just far more beneficial to the community at large,” she says.

“It’s a great time to invest in community colleges.”

Explaining the growing interest of local and national funders, Walsh contends that the future health of communities is inextricably tied to the health of their community colleges, especially in offering residents a route out of poverty and in developing a highly skilled workforce.

The challenge, say Walsh and Colborn, is meeting the philanthropic directive of “going to scale.”

“It’s about people, and it’s about building a larger system that will ultimately affect more people,” says Walsh. “Foundations are thinking in a more businesslike way about return on investment.” Where can they look to help take their workforce strategies to scale? The answer, increasingly, is community colleges.

To make the job more doable, foundations are working with colleges on two key issues: leadership development and accountability. “Huge numbers of people are retiring,” explains

Barbara Viniar, executive director of the Cornell University-based Institute for Community College Development, which supports educational and professional development for community colleges. The key mission, she says, is to prepare people to be leaders—faculty, trustees, presidents—recognizing that they will need to take on a different job from those who started 25 years ago.

“Private fund raising is now a major part of the job,” says Viniar. “Regulatory issues are increasing exponentially. Student populations are increasingly diverse. Technology is consuming a larger percentage of scarce resources, and leaders have to make multi-million-dollar decisions in this arena. Workforce development needs shift more quickly,” she says. “And all of these challenges must be met openly, in the public eye.”

And it’s not just the top layer that is viewed as deserving of specialized training. “A department chair is your frontline academic administrator, who really can influence the faculty in the department and in the classroom,” says Walsh. But rarely discussed, until all the recent heightening of attention on community colleges, has been the notion of training. There’s also an effort to work on succession planning, to “push decision-making down” so that an organization isn’t top-heavy. “Given the rapid changes in the economy, you have to have an agile faculty and staff open to turn at a moment’s notice,” she says. With the help of local foundations and their own efforts, south-western Pennsylvania’s community colleges are embracing such training. Through the past several years, for example, the Endowments-supported, five-member Western Pennsylvania Community College Resource Consortium has shared strategies and resources.

Funding for the consortium is included in the \$7.6 million that the Endowments has disbursed in 54 separate grants to community colleges since 1992. Others more recently added to the list: \$200,000 to the Community College of Allegheny County for African-American recruitment and retention; another \$100,000 to the school for leadership development; and \$300,000 to Butler County Community College for a career-development-and-recruitment initiative.

The issue of accountability is inherently trickier, yet just as important. “There are multiple measures of success,” says

VIEWPOINTS

Viniar. “We try to stay away from graduation rates, because so many students come for short-term goals—maybe just one semester, one year. We have to track individual performance. If a person is in a transfer program, did they transfer and how did they do in a four-year college? If getting a job is the goal, we need to track employer satisfaction.

“If we don’t get out in front to define ‘success,’ we’ll have some legislator say it all depends upon, say, graduation in three years.”

Lumina’s Austin likes the slogan around her foundation’s research program involving 27 colleges nationwide. “‘Community Colleges Count’ has a double meaning,” she says, referring not just to the inherent compliment but also the program’s directive to “disaggregate the data” down to the individual student. “We can’t know what the issues are if we can’t see where students are failing to achieve,” she explains.

“People don’t understand all the roles of community colleges,” says Walsh. “The untold story of community colleges is that so much is expected of them, but so little is given.”

How little? Pennsylvania’s self-mandated share has been \$1,500 per full-time student for some 40 years. Rather than adjust that payment upward for inflation, or to compensate for the increased demands, the General Assembly has cut funding so that the state’s share is down to \$1,355 this year. Also, for the fourth year in a row, no money has been allocated for capital improvements.

“It is not entirely coincidental,” CCAC trustee Paul Whitehead wrote in a December *Pittsburgh Post-Gazette* opinion piece, that the U.S. Bureau of Labor Statistics ranks Pennsylvania “49th among the 50 states in job creation over the past 25 years.”

“We have been starved to the core,” says CCAC president Stewart Sutin. Now, the largest provider of health-care education in a region in which health care is, by far, the leading industry, has only one SimMan. Cost ranges from \$70,000 to \$150,000 each. Sutin contends that such short-changing restricts the growth of the program as it tries to fill chronic shortages of respiratory therapists in Pittsburgh and across the nation.



STEWART SUTIN
President,
Community College of Allegheny County

We work hard at reducing costs, pulling in the reins and shrinking expenses. It's like fighting a rising tide.



BARBARA VINIAR
Executive Director,
Cornell University-based Institute for
Community College Development

The legislators tell [community colleges], “See? We cut your budget and you still managed.” But they always “manage.” That is their biggest challenge.



JOHN COLBORN
Deputy Director for Economic Development,
Ford Foundation

Our larger goal is to transform institutional practice more broadly by helping to shape the policy environment within which community colleges operate.



SUZANNE WALSH
Economic Opportunity Program Officer,
The Heinz Endowments

People don’t understand all the roles of community colleges. The untold story is that so much is expected of them, but so little is given.



LEAH MEYER AUSTIN
Senior Vice President,
Research and Programs,
Lumina Foundation for Education

[President Bush] says he’s interested in supporting community colleges [referring to a proposed \$250 million worker training initiative], but what does that mean?



MICROBIOLOGY
COURSE BIO175

“We work hard at reducing costs, pulling in the reins and shrinking expenses,” Sutin says, ticking off \$2.5 million in savings last year from staff reductions, class-size increases and other actions. But utility bills rose and health insurance costs leaped 39 percent. “It’s like fighting a rising tide,” he says with a sigh.

Joe D. Forrester, president of the Community College of Beaver County, says his 30-year-old campus needs \$15 million to \$20 million just for deferred maintenance and basic upgrades—including \$350,000 to upgrade its airport control tower—and another \$750,000 to \$1 million for a controller simulator. The annual budget for the 2,400-student system is \$17 million. The area’s newest—founded in 1994—and smallest school, Pennsylvania Highlands Community College, doesn’t even have its own home. President Anna Weitz says the 1,300-student system has to choose between spending \$25 million to \$30 million for its own modern campus in Cambria County, or more than \$30 million to retrofit its current leased space in a vo-tech high school building. Cynthia Azari, president of the 4,000-student Butler County Community College, says, “We use every inch of space we can find. Our tutoring center is in a hallway.”

The problem is statewide. Sutin reports that when state officials asked the 14 community college presidents to list

immediate needs, the total was \$527 million. CCAC plans a \$20 million bond issue to fund a \$25 million capital budget. That’s separate from the school’s \$97.1 million operating budget for some 90,000 students in more than 170 programs.

“But we always ‘manage,’” observes Cornell’s Viniar. “That’s our biggest challenge. The legislators tell us, ‘See? We cut your budget and you still managed.’”

Much of the difference between what the state pays and what the schools need comes out of students’ pockets. This year, CCAC increased tuition 8 percent, while community colleges in Beaver, Butler and Westmoreland counties rose 9 to 13 percent. “None of us has reached a point where the reductions have been detrimental to the quality of the educational programs we offer,” says Beaver’s Forrester, “but we do now find ourselves in conversations about having to limit access to high-demand programs.” The price, ultimately, say many economic development specialists, is a limit on the availability of skilled workers, and thus a ceiling on the ability of the region to support the growth of high-skills jobs.

That’s not a mere worry. Beaver County’s nationally respected Air-Traffic Controller Program already has a two-year waiting list. CCAC’s Respiratory Therapy program cannot expand into offering the continuing-education programs newly mandated by the state. And Butler County Community College, one of



Community College of Allegheny County nursing student Bennie Smith and general studies student Jeff Young prepare spore slides for microscopic viewing. “When you’re looking at education, you’re taking a student from novice—from someone who can’t even spell ‘respiratory therapy’—to someone who can take care of you,” says Kathleen Malloy, vice president of health professions. “You’re taking them not only through the disease process, but also the technology.”

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demand. Says Beaver’s Forrester, “We were able to coax funding from other sources and didn’t have to develop the expertise in meeting foundations’ expectations.” But that relationship is changing. The new breed of leaders brings new perspectives and new strategies from diversified backgrounds: Presidents Weitz, Azari and Forrester are from outside Pennsylvania; Sutin has lived in Pittsburgh for years but comes from the world of high finance, not high academia.

The smaller schools are just beginning to decide what to ask for in foundation support, but the platform for a cooperative effort already is in place. The foundations’ Affinity Partnership is gearing up for policy forums in Washington. “[President Bush] says he’s interested in supporting community colleges,” notes Lumina’s Austin, referring to last year’s announcement of \$250 million for worker training through a new Community College Initiative, “but what does that mean?”

The local college Consortium is similarly working on state policy issues—not just funding, but the possibility of a formal, coordinated education plan involving both community colleges and the four-year state schools. The cooperative spirit involves town as well as gown. A proposed Regional Workforce Collaborative of the community colleges and five local workforce investment boards in the region, also funded by the Endowments, aims to develop a system for better coordination and a more effective response to the training needs of the region.

But the focus is always on benefits to students. “It’s important that, no matter what partnerships we get involved in, the end result will be to help students define their goals, then help them to attain those goals,” says Azari. Some students—13 percent at Beaver County Community College, for instance—already have a bachelor’s degree.

While getting a business degree from Western Carolina University, “I didn’t have to study that much,” admits respiratory student Welch. “At CCAC, I was overwhelmed at first. I feel that I’ve done more work here. It’s been very stressful, but I’ve enjoyed it. I never wanted to miss a class.” How are the job prospects? “Great,” she says, laughing. “Every hospital you go to, people ask you, ‘Do you want to come here?’” *h*

the first in the country to begin credentialing in computer forensics, could see its still-new program grow obsolete without funding for new equipment.

“When you’re looking at education, you’re taking a student from novice—from someone who can’t even spell ‘respiratory therapy’—to someone who can take care of you,” explains Kathleen Malloy, vice president of health professions at CCAC, which graduates about 400 allied health professionals annually with certificates or degrees in nursing, radiation technology and respiratory therapy. “You’re taking them not only through the disease process, but also the technology.”

The aim is twofold: the use of training simulators exposes students to a wider range of experiences than they could normally expect, and also helps them learn how to use the basic tools of the trade.

The price that is paid is that students don’t get to practice on the increasingly sophisticated equipment in their chosen fields, says Malloy. “You don’t want us to stick a tube down your throat for practice,” she says.

The new college presidents in southwestern Pennsylvania have a good idea of the depth of long-standing problems and the breadth of challenges ahead. CCAC’s Sutin admits that the colleges have not had “an exemplary track record in the meticulous execution, monitoring and follow-up” that foundations

A nighttime photograph of a city skyline, likely Pittsburgh, with several tall buildings illuminated against a dark blue sky. In the foreground, a chain-link fence is visible, partially obscuring the view of the buildings. The text 'HOME TOWN' is overlaid in large, bold, white letters across the middle of the image.

HOME TOWN

**EVEN THE BEST-LAID PLANS FOR A FOUNDATION'S GRANTMAKING CAN BE UPENDED
PITTSBURGH FOUNDATIONS ARE WORKING TO WIN CONVERTS TO THE DOWNTOWN LIFE.**

A woman with curly hair, wearing a dark jacket and jeans, stands on a rooftop at night. She is leaning against a chain-link fence. In the background, a city skyline is visible, with a prominent building featuring a blue light beam from its spire. The sky is dark blue.

[LAURA MOTCHALOV, ON THE VIEW]

“I love big cities. I like looking at the lights. I like the fall here—it’s mild, it’s colorful. And I’m 90 seconds from work.”

With degrees from the Eastman School of Music and the Cleveland Institute of Music, Laura Motchalov became the youngest member of the world-renowned Pittsburgh Symphony in the summer of 2003, embarking on a frenetic schedule of touring and performance that took her to Europe three times in the first year. The second violinist relaxes by exploring the city—the walk across the Allegheny River to Heinz Field is a favorite—and skating on downtown’s outdoor Hillman Rink at PPG Place.

IN A REGION WITH A DECLINING CITY CENTER. *h* REPORTS ON HOW SEVERAL BY CHRISTINE H. O’TOOLE PHOTOGRAPHY BY STEVE MELLON

As dusk softens the corner of Ninth Street and Penn Avenue, Geoff Webster doffs his workday duds and grabs gear from his third-floor loft, heading out for an evening of deck hockey with friends. His century-old home, a former printing plant with 15-foot ceilings, is a stroll across the Ninth Street Bridge from his evening match. Around the corner, Laura Motchalov picks up her violin and serenades a pair of pet cats with a few more hours of intense rehearsal. Her Penn Avenue flat sports the barely-there decor of a 25-year-old who thrives on late nights, midnight sushi and a six-day work-week with the Pittsburgh Symphony, 90 seconds away.

Downtown living in Pittsburgh used to be the subject of punch lines. Now, for a crop of new residents, it's a growing object of affection.

The trim, soft-spoken Webster describes the neighborhood as a linked chain of the amenities that other mid-sized cities would salivate to offer to downtown residents.

"This corner is a hub. You could draw a circle around each group of major institutions in Pittsburgh—corporations, pro sports, performing arts—and they'd all intersect right here. It's close to everything, even the [riverfront] trails," says the avid cyclist.

Webster, a 36-year-old healthcare policy maker, counts the durations of his commutes on one hand: the four-minute walk from his office, the three-minute walk from his gym, the two-minute walk from his favorite theater (the Michael Graves-designed O'Reilly) and the one-minute walk from the Allegheny River. Motchalov, a Calgary native, likes the scene as much as the location. "A lot of people in my building [the Penn-Garrison] are in the same boat as I am—young professionals who just got their first big job, who don't want to deal with driving and traffic."

The Penn Avenue storefronts plastered with "NOW LEASING" signs, the new striped awnings snapping in the wind, the brightly lit sidewalks and the sleek new restaurants serving

cocktails down the block all affirm the pair's hunch that the central business district is about to become one of the city's hottest neighborhoods.

"It's so important to have a strong residential base downtown. It supports retail, entertainment and restaurants," says Tom Cummings, director of housing for Pittsburgh's Urban Redevelopment Authority. The effort to use cultural, natural and retail amenities to lure new residents into a revitalized urban core is the result of years of spadework by government, civic associations, corporations and—what may be surprising to some—foundations, including The Heinz Endowments. But Pittsburgh is hardly alone. Some prominent American cities are benefiting from philanthropists rolling up sleeves in concert with private developers to immerse themselves in the details of apartment-building marketing, loft designs or haute cuisine.

In this unconventional role, foundations are convinced that what's good for downtown housing development is deemed essential to the success of more conventional grantmaking goals.

In Pittsburgh, pioneers like Motchalov and Webster are the round-the-clock component that makes all other philanthropic investments in downtown—from cleaning the air to world-class designing of a convention center to nurturing the arts scene—pay off. To help attract more like them, the Endowments is getting more development-minded, promoting quality, market-rate housing to such tantalizing demographic groups as young professionals and empty-nester retirees, and championing world-class design in all downtown building projects.

"We want to jump-start the market," says Mary Navarro, a senior program officer in the Endowments' Arts & Culture section.

Sustaining vibrant downtowns and preserving their handsome old structures have become a nationwide goal, both aesthetic and economic. Cities view the development spurred by young professionals and empty-nesters as a means of replacing tax revenues lost from decayed industrial buildings.

G Geoff Webster and Christina Dixon have lived downtown for four years. Avid cooks, they shop on weekends in the Strip, the nearby wholesale district. Geoff, associate director of the Pittsburgh Regional Healthcare Initiative, and Christina, a partner at the True North Institute, bike, fish and compete with local amateurs in the Pittsburgh Sports League. They share Pirates baseball season tickets with friends and can hear the cheers from PNC Park from their home perch at 900 Penn Ave.



[GEOFF WEBSTER, ON CONVENIENCE]

**“You could draw a circle
around each group of major
institutions in Pittsburgh—
corporations, pro sports,
performing arts—and they’d
all intersect right here.”**



[JOY BRAUNSTEIN, ON LOGISTICS]

“I do my light shopping downtown and the rest on weekends. Basically, it’s no less convenient than anywhere you choose. Downtown is accessible to so many things — it’s an easy bus or car commute to where I need to go.”

Joy Braunstein swapped a suburban apartment near Pittsburgh International Airport for a downtown studio. Completing a doctorate in international affairs at the University of Pittsburgh, focusing on international water security, she works for the U.S. Department of the Interior. For her dogs, the highlights of the day are romps in Point State Park.

HOUSING GRANTS

With its 2003 ruling in favor of a Heinz Endowments argument, the Internal Revenue Service formally agreed: Foundations may make charitable grants to support cities' market-rate housing initiatives. The ruling was nationally reported in publications for tax professionals, and the Endowments' attorneys are fielding calls from other local foundations interested in the clarification.

"The concern is, would we be supporting people who can afford to pay for it themselves?" says Mary Navarro, the Endowments' senior program officer in Arts & Culture. "We had to make the case that the city was in decline, and that we chose to promote market-rate housing as part of revitalization. That's the core of the argument. We had to show that economic development and planning professionals nationally have recognized the need to incorporate housing into any revitalization program for downtown."

The IRS ruling agreed that some foundation grants for market-rate housing projects would be allowed, provided the sponsoring organizations are qualified nonprofits and that their projects meet certain standards.

Milwaukee, Denver and St. Louis have recently pulled tens of thousands of newcomers to formerly dead downtowns. "In St. Paul and Portland, what's driving downtown revitalization is housing," notes local architect Don Carter, a downtown transplant from seven years ago, who has overseen projects across the country as principal of Urban Design Associates.

Cleveland, Duluth and Dallas are also setting ambitious targets for creating center-city, market-rate housing. The John S. and James L. Knight Foundation, St. Paul Foundation, and St. Louis' Danforth Foundation are among nonprofit funders leveraging local efforts to encourage downtown living.

McDuffie Nichols, who heads a preservation development initiative for the National Trust for Historic Preservation, argues that the trend is more than a way to subsidize yuppie housing. "New residents provide opportunities for the creation of jobs," he says. "Even if you're concerned about using public dollars to benefit a group that shouldn't need the help, higher property values provide the tax revenues that benefit the city. You have streets and infrastructure that have to be maintained. [You pay for that] through higher property values." That reasoning resonates in cash-strapped Pittsburgh.

In the 20th century, the city's only 24-7 districts were the steel mills running three shifts. The city has never had a large population in its compact city center, though nearby neighborhoods thrive. (See "Momentum," page 21) Indeed, the non-student total today in the neighborhood bounded by the confluence of the rivers stands at about 1,600. But the living area is only a little over a half-mile square, as compared with Cleveland's 4,300 residents in a 2-square-mile downtown. But despite population losses, changing commuting patterns and retail attrition, Pittsburgh has maintained a strong corporate hub and attractive, affordable outlying neighborhoods. Until recently, the paradox posed by those two pluses was that few had thought of downtown as a place to live.

"The blessing and the curse of Pittsburgh is that you drive 10 minutes from downtown and have nice housing stock," says David DeSimone, who has directed real estate projects for the Pittsburgh Cultural Trust since 1995. "The perception is that you don't have that downtown."

Changing that mind-set became another chapter in the Endowments' ongoing \$120 million commitment to a vibrant urban core. With new attractions in place, center-city—particularly the 14-block Cultural District—is ready for its close-up.

The cranes laboring on new river-view housing have been near-permanent fixtures along the downtown waterfront since 2001. Projects completed within walking distance in the past four years include new stadiums for both the Pirates and the Steelers, a revamped and enlarged convention center, a spacious public high school for the arts, two new corporate headquarters and water's-edge recreation trails. The green space at the confluence, Point State Park, is getting a face-lift, too, thanks to the public-private collaboration of the Riverlife Task Force and the Allegheny Conference on Community Development.

Most important, the maturing of the Cultural District—a 34-year effort begun by cultural philanthropist and business leader Jack Heinz and broadened by Teresa Heinz through her leadership at the Endowments—has given downtown the beginnings of a "night shift," with cafes and clubs sprouting among the theaters and galleries developed by the Pittsburgh Cultural Trust.

"Not a buyer ever misses mentioning the Cultural District" as a reason for moving downtown, says real estate broker Carole Clifford. "It was a combat zone 28 years ago. Now it's an absolute jewel." The neighborhood's biggest residential condominiums, Gateway Towers, have seen sale prices soar—up 60 percent in the past five years.

The “NOW LEASING” banners show that developers are beginning to recognize the market. In the past three years, they added 134 new residential units downtown. By the end of 2006, they’ll have created twice as many.

Representing the Endowments on two related efforts—the Riverlife Task Force’s Urban Design Committee and the Downtown Housing Working Group—immersed Mary Navarro in the deep waters of natural amenities, design and economic development. She says that, as a community, “we need to understand what the market is and, within that market, to build the best possible projects that we can. Then, over time, as downtown living becomes more desirable, the market improves.”

The Endowments, along with the McCune and the Richard King Mellon Foundations, have been key supporters in the creation of the Downtown Living Initiative, a three-year project to encourage housing development. The effort zeroed in on three early tasks: marketing, livability issues like residential parking, and streetscape improvements. “Our goal was to make

development easier and more profitable,” says Patty Burk, its project director.

Ground-softening efforts like the Living Initiative, says Cummings of the Redevelopment Authority, are a good place for foundations to apply funds, along with their support for public amenities like riverfront beautification. “That clearly has an impact on real estate activity,” he says. And a new IRS ruling, sought by the Endowments, gives a green light to foundation grants that support market-rate housing as a means of economic development. (See “Housing Grants,” page 17)

The Tipping Point

What makes a neighborhood hot? At first glance, it seems that downtown has reached a tipping point for attracting residents. Nearly 140,000 people work in the compact core. “People who want to live downtown already work downtown,” says Burk. Culture mavens know the well-lit streets are safe—the city consistently makes the top 10 list for large U.S. cities with the lowest crime rates.

But the high occupancy rate for office buildings gives little incentive for owners to create residential units. Downtown shopping opportunities are at a low ebb. Developers point to sky-high costs and limited public money to move re-use projects forward.

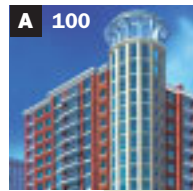
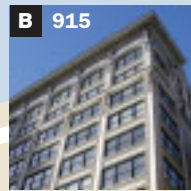
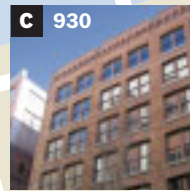
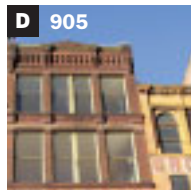
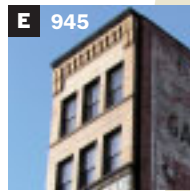
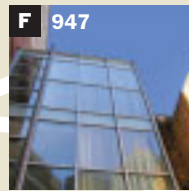
No Wall Productions President Eve Picker was one of the first solo developers to test the downtown housing market, launching her first rental redevelopment in 1999. She quickly encountered the classic dilemma of downtown redevelopment, the so-called financing gap. Although the city had obtained “historic district” designation for several blocks surrounding the Cultural District in the mid-1990s, the federal tax credit alone didn’t defray much of the acquisition and construction costs. To close the gap between the loans totaling \$1 million and the overall project costs of \$2.2 million, Picker forged partnerships with the Urban Redevelopment Authority, lenders, the Cultural Trust and union pension-fund managers, who were interested as much in future construction jobs as return on investment. Other developers adopted those tools. Meanwhile, in another innovative partnership, the Cultural Trust developed a 25-loft property at 900 Penn Avenue—Geoff Webster’s current



Walk-to-Wall Studios

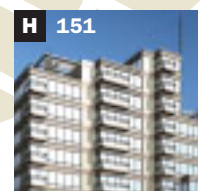
“TOMORROW, DADDY’S GIVING YOU A BATH”

This tongue-in-cheek TV ad depicts a convert to downtown living hugging the car he hasn’t seen in weeks. It’s one of several produced through foundation funding for Pittsburgh’s Downtown Living Initiative. Now the group is hoping for more funding to air the ads. (www.pghliving.com)

Seventh Street**A 100**
151 units**Penn Avenue****B 915**
117 units**C 930**
20 units**Liberty Avenue****D 905**
8 units**E 945**
6 units**F 947**
3 units

Fifth and Forbes: A rehab plan for one of downtown's most depressed sectors has shifted from retail-heavy to housing-heavy—600–800 units.

PITTSBURGH 15222 Thanks to foundation, city government and civic groups seeding private development, Pittsburgh's downtown has the greatest potential in its modern history for becoming a significant residential neighborhood. Several privately funded condominium and apartment projects in the central business district are scheduled for completion this year. Several similar housing projects are under way in the first ring around downtown.

Wood Street**G 111**
59–60 units**Fort Pitt Blvd.****H 151**
84 units

home—on a bankable asset from Pittsburgh Public Theater. The theater pre-leased half of the units to house out-of-town actors.

The success of those early ventures made investors warm to other plans. Two new hotels sprouted in elegant dowager buildings. Four new restaurants filled storefronts on Liberty Avenue. Backed by a \$1 million grant from the Endowments and a decision in 2000 by city officials to offer property tax abatements on rental property, the Regional Industrial Development Corp. launched the neighborhood's most ambitious apartment project: 117 loft-style units fitted into the Penn-Garrison Building at 915 Penn Avenue.

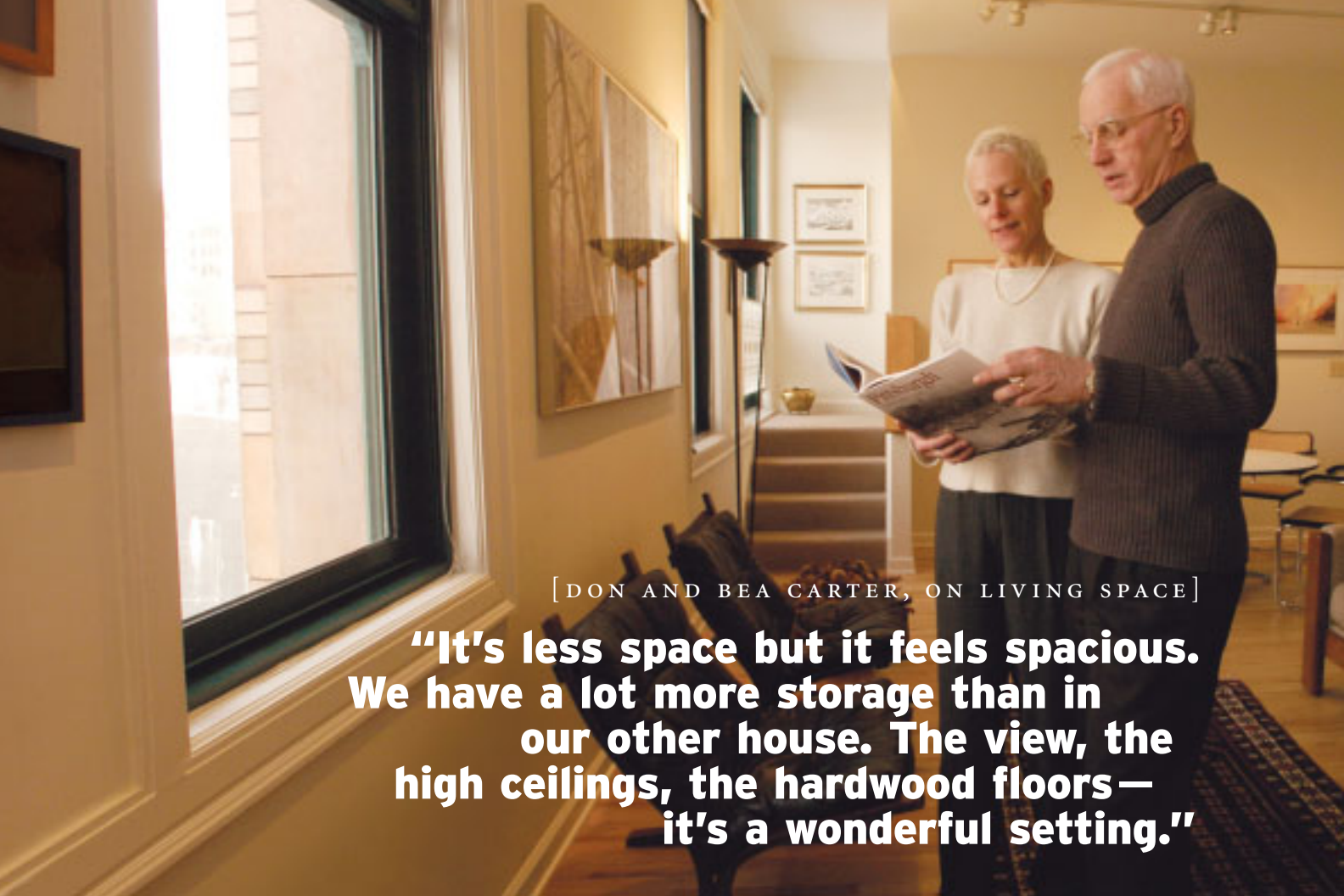
Rehabbing the 22-story former office building required some \$22 million, of which the Redevelopment Authority loaned 5 percent, plus a few compromises. Though it sported upscale features like a fitness center and a rooftop deck, the Penn-Garrison did not provide on-site parking. The Pittsburgh Parking Authority made discounted spaces available nearby—Laura Motchalov rents one, in addition to her \$810-a-month flat—but the arrangement deterred some potential tenants. The building took nearly three years to reach full occupancy.

“That was a lesson learned,” recalls the Urban Redevelopment Authority's Cummings. “I'm not sure we acknowledged the significant psychological difference between on-site parking and a secure public parking garage two blocks away.” Today, partly because parking leases are included with rents, the Penn-Garrison is nearly full.

And despite the walk-everywhere benefit extolled for downtown, the parking issue complicates every development in the built-up district. “I underestimated Pittsburghers' attachment to their cars,” says Picker dryly, recalling her earliest loft projects.

No more. Picker's company is partnering with Teterboro, N.J.-based Rugby Realty to renovate an old building at 930 Penn Avenue to house 20 rental units. The ingenious parking solution: an automated car elevator.

For urban Americans, Don Carter says, having a car has become a fact of life. “Unless you live in Manhattan, you drive to the grocery store.” For renters who work downtown, like Laura Motchalov, driving is an occasional option. For those who commute to suburban offices, like Joy Braunstein, wheels become more important.



[DON AND BEA CARTER, ON LIVING SPACE]

“It’s less space but it feels spacious. We have a lot more storage than in our other house. The view, the high ceilings, the hardwood floors — it’s a wonderful setting.”

iving in The Pennsylvanian, the former Pennsylvania Railroad station designed by Daniel Burnham, is a dream move for Don and Bea Carter. Seven years ago, the architect and his program officer wife traded the single-family home where they raised two children and downsized into a two-story, 12th-floor loft that they love. “I can’t tell you how liberating it is,” says Bea, who grew up on a farm in Maryland. She runs daily along the river trail.



MOMENTUM

Less than a mile from the heart of downtown, several market-driven projects demonstrate that the urban-living trend has legs. Later this year, the Heinz Lofts

(A, left) will open on the North Shore. The 267 apartments, in renovated buildings of the former H.J. Heinz factory, will keep the names—like Meat and Bean—that designated their original use. The Strip District, a former warehouse area, has several fully occupied loft buildings, both rental and condo. The derelict Armstrong Cork factory there is slated for a 300-unit redevelopment (B), though the 440,000-square-foot property has posed problems for past developers. Duquesne University has announced a \$70 million retail and apartment plan adjacent to its downtown campus. And on the city's South Side, a major mixed-use development on the 34-acre site of an old Jones & Laughlin steel mill, called South Side Works (C), has property values soaring. Eighty-four loft-style units join other rental developments and condos in the area bordering East Carson Street, the neighborhood's commercial heart. A Redevelopment Authority-financed face-lift of the street's commercial facades was a crucial early element in improving its marketability.

21

“Maybe I could do without my car,” says the 29-year-old environmental protection specialist, whose Stanwix Street apartment is midway between her South Hills job and her doctoral studies at the University of Pittsburgh. “But that would isolate me from some of the places I need to go.”

Riffs on the idea of doing without a car were among the tongue-in-chic ads developed for the Downtown Living Initiative. (In one proposed TV spot, a man reminisces with his car about their former two-hour commute. He ends by promising, with a hug, “Tomorrow, Daddy’s giving you a bath.”) When funding for the campaign fell through, some of the materials were resurrected. Bus placards and public radio spots will direct the public to the Initiative’s web site, partially underwritten by downtown property managers.

By 2001, with other local construction under way, downtown was ready to proceed with a long-deferred dream: a new residential high-rise with the Manhattanesque name, 100 Seventh Street, overlooking the Allegheny River. The leasing office for the \$36 million, 18-story project by Lincoln Property Co. opens this fall.

“Doing the Lincoln deal is a milestone. The Holy Grail is new construction,” says the Cultural Trust’s DeSimone. “If you do new, it answers so many questions” about the long-term viability of the neighborhood.

The Endowments funded three-quarters of the land purchase for the project in 1986 as part of the original creation of the Cultural District, says DeSimone. “This never would have happened without The Heinz Endowments,” he adds. But it was 15 years before the Cultural Trust sought developers to bid on the project. Three more were spent in design before Lincoln broke ground last November.

“There were complicated design review issues,” explains Kevin Keane, senior vice president of Lincoln. Keane’s firm had previous local success in Lincoln at North Shore, a new-construction project near the then new PNC Park. Though it boasts the city’s highest rents and occupancy rates, the low-slung garden-style complex looked more raw-suburban than downtown-riverfront grand, with little connection to its waterway setting. Local critics held their noses.

“That’s what the city could expect at that time,” says Navarro. “There were lower expectations around riverfront design, and that apartment project was the mediocre result.” Since 2000, the Riverlife Task Force has worked to raise design aspirations. “Now, the market is stronger,” Navarro says. Riverfront projects should command premium, and, based on that, we can expect more attention to quality design in the broadest sense.” The Cultural Trust, a party to the 100 Seventh Street discussions, wanted the new building to reflect the top-notch design standard it had developed in other nearby projects. Of the lengthy discussions about the cost and look of the new high-rise, Navarro concludes, “Basically, we all learned a lot about what the market would bear and at what point outside people should get involved.”

Another consideration was making the building environmentally sound. “We knew we wanted to make the building LEED-worthy,” says Navarro, referring to the national standard for use of sustainable building materials, energy-efficient heating and cooling systems, and a healthy internal environment. The environmental focus adds appeal and is expected to bur-nish Pittsburgh’s growing national reputation in green-building design. A parklet tops one side of the building, and windows and balcony doors open for fresh air. Keane says there have been about 40 inquiries about leasing.

Rugby Realty vice president Larry Walsh is so convinced that the downtown core’s time has come that he’s stationed in an office downtown, busy supervising seven residential buildings on Penn and Liberty Avenues. The company also owns the

HISTORIC TAX CREDIT

One key solution to the issue of gap financing is a state tax credit for those redeveloping historic properties. Twenty-one states have enacted such credits to spur rehabilitation, but Pennsylvania is not one of them.

“What we’ve seen, in cities where they work well, is whole downtown areas coming back to life,” says consultant Harry K. Schwartz, who helped Pittsburghers move the issue into the state legislature.

Like federal historic tax credits, a state tax credit could go a long way to soothe development woes. “For most projects of this nature, if we had the state tax credit, there would be no gap,” says the Endowments’ Mary Navarro.

While the structure of a state program is still unclear, most state credits average 20 percent. Some are subject to a statewide cap.

A generous state give-back can create the tipping point for urban-living projects. Since 1997, Missouri has spent an average of \$70 million per year in historic tax credits, mostly in downtown St. Louis. The city now boasts 5,500 downtown units with another 600 to come online this year, encouraged by a 25 percent state tax credit.

The Downtown Living Initiative studied the issue to gauge the impact of a development credit for Pittsburgh and concluded that every \$1 million in credits could bring a \$10 million return.

Gulf Tower and the Frick, two grande-dame office buildings in center-city. “We think it’s the right thing at the right time,” Walsh says of the company’s plans for residential development along Penn Avenue.

The Starbucks Scale

If new construction is the Holy Grail for downtown developers, the corner store is the equivalent for residents. Oakland, California mayor Jerry Brown summed up the symbiosis between retail and residential growth with his “Starbucks Scale” for urban development: The later a coffee shop can stay open in a neighborhood, the healthier the street.

“I adore the view. I’m in the skyline. I have really easy access to the Cultural District and music,” says Joy Braunstein. “I like being able to walk to the river. But my wish list is for things to be open past seven o’clock!” Braunstein, who shares season tickets to the opera, ballet and theater, says that on non-show nights, downtown closes too early. “We need a 24-hour coffee shop where you could just hang out. A few [shops] would make a huge difference.”

Alice Murray, a Dallas-based consultant who created a Pittsburgh report card on factors influencing downtown living, calls retail “a chicken-and-egg question.” Small shops need built-in customers; residents want to grab a quart of milk on their walk home.

While city government officials were dogged in several attempts to jump-start city retailing, the plans didn’t go over well with the public. So the Pittsburgh Downtown Partnership launched a private-sector initiative to find a retail and housing developer for several blocks of tarnished storefronts between Fifth and Forbes Avenues. “If your goal is retail, you’re not necessarily getting residents,” observes Patty Burk. “The two have to work together.” The Endowments has underwritten a portion of \$250,000 in pre-development costs by Philadelphia developer Dranoff & Co. And while no one has hoisted an awning yet, a deal for a downtown grocery also is expected soon.

Among the items renters want to buy downtown: condominiums. As much as he loves his \$1,450-a-month two-bedroom loft, Geoff Webster recently purchased a home in Shadyside, in the city’s residential East End.

“There aren’t a lot of places you can buy [downtown],” he observes. “If we could buy our apartment, we would do it in a second. But you can’t, and the planned condos are still years away. There’s not a lot of variety right now.”


Condo development, says Dallas’ Murray, usually lags behind rentals. As part of bridging the financing gap, most early developers plan projects around historic tax credits. The program accepts only rental properties, which must stay off the market for five years. “Until there is an established rental base, people aren’t willing to invest. You have to prove it’s warranted, by building a strong rental base first.”

David Bischoff, whose firm plans to transform the imposing Union National Bank building into condos with price tags from \$200,000 to \$1 million, is one of those capitalizing on pent-up demand downtown; another developer plans an 84-condo building on First Avenue. Eve Picker welcomes the competition: “It all starts to create a neighborhood with a variety of housing choices.”

Geoff Webster believes that neighborhood variety is what downtown is all about. As he gazes at the streetscape below his living room, he calls the view “a cross-section of the world.”

“It’s more than diversity,” he says fervently. “It’s people of all types, an urban pastiche. Whether you stand at the window or walk out onto the street, you get to be a part of it daily. It’s a wonderful thing.” *h*

Rachel Baron-Horn and David Horn, shown here at Bossa Nova on Seventh Avenue, are volunteer ambassadors for the Downtown Living Initiative, touting the benefits of the urban lifestyle. The couple, both 33, has lived at the Penn-Garrison since May 2002. David is director of public relations and marketing for Littlearth, a downtown manufacturer of environmentally conscious fashion accessories. Rachel is administrative and financial coordinator at the Andy Warhol Museum.

A photograph of Rachel and David Horn sitting at a table in a restaurant. Rachel is on the left, wearing glasses and a dark jacket, looking towards David. David is on the right, wearing glasses and a dark jacket, looking back at Rachel. They are both smiling. In the background, other people are seated at tables, and a window shows a blurred city street at night.

[RACHEL AND DAVID HORN, ON NIGHTLIFE]

“We can do things on the spur of the moment. Next week we’re doing a gallery crawl, we’re going to see ‘The Producers,’ and we’re trying a new restaurant. And it’s great being able to see films at the Harris.”

Until the day when children are no longer exposed to acts of violence, the protection must

It was a violent crime so common in the often-brutal daily stories of Pittsburgh and its suburbs that it was buried in local news reports. Reporters at the scene, knowing where their coverage would end up, rushed through their questioning of the police who were investigating the murder–suicide of a young married couple living in a sleepy housing development about eight miles north of the city. As the grisly work was winding down, a boy of about 12, who had just returned to the neighborhood from the movies, asked detectives what had happened. One of them provided the basic details, not realizing he was the little brother of the murder victim.

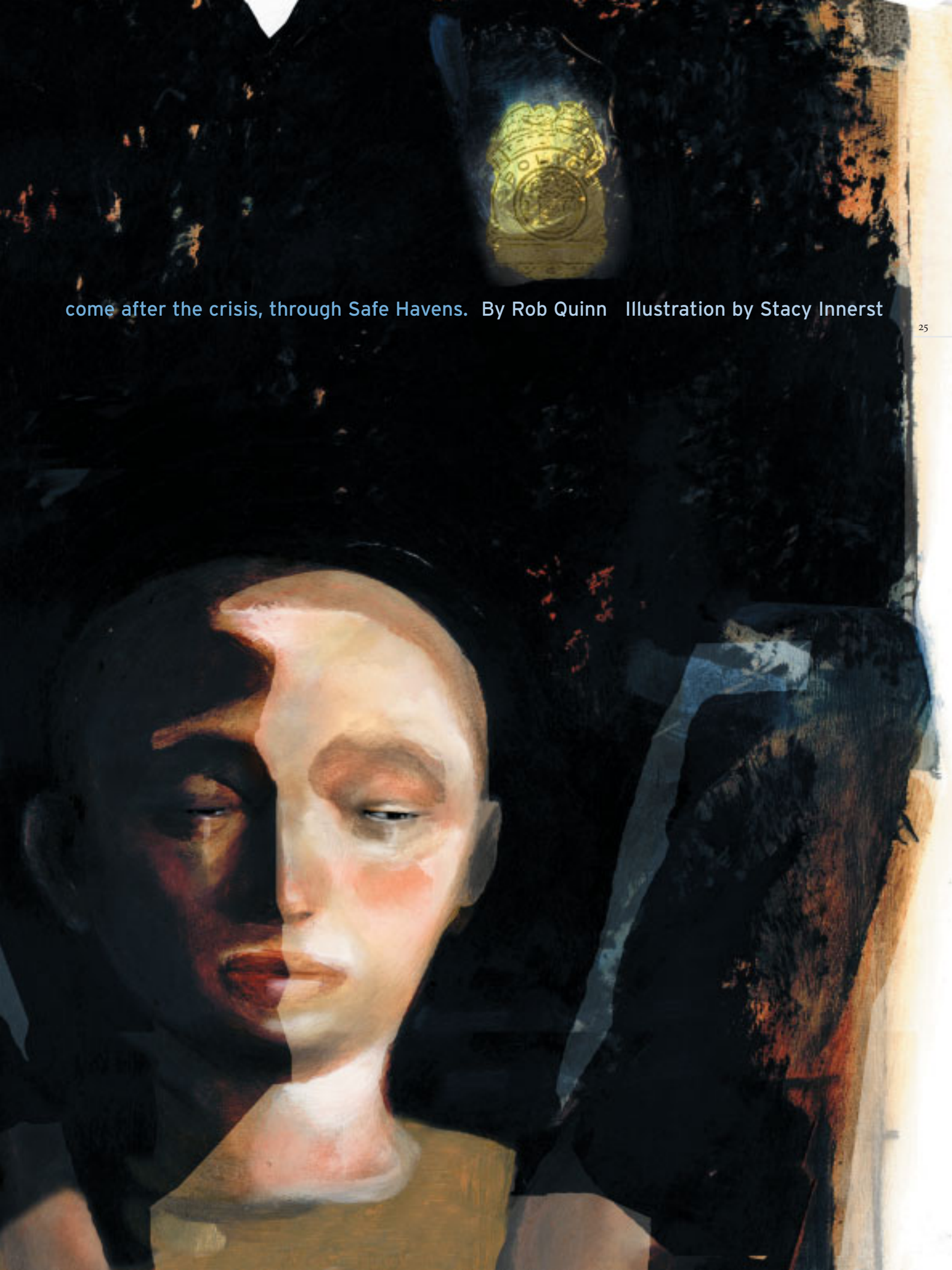
“I witnessed the boy’s devastation—hearing of the sad situation,” recalled William Coe almost 25 years after the incident. “That scene, with the little boy being in shock and traumatized, will be with me forever.”

Emerging research is now showing what Coe and other officers have known instinctively for years: Witnesses to a violent crime, especially children, may not carry visible scars, but they are often as psychologically traumatized as direct victims. For those who suffer the collateral damage that comes with every act of violence, a nationally recognized training program funded by The Heinz Endowments and developed by

crime, seen

Family Communications, the Pittsburgh-based production arm of the famed *Mister Rogers’ Neighborhood* TV show and other award-winning educational programs for children, is nothing short of a rescue buoy for young people caught in a wave of violence.

The *Safe Havens Training Project: Helping Teachers and Child-Care Providers Support Children and Family Who Witness Violence in Their Communities* originally was designed for early childhood educators. It began in 1992, when a group of pre-school teachers reported to Family Communications officials and foundation leaders involved with children’s issues that they were alarmed by the trauma experienced by young students exposed to violence from crack-cocaine use and gang activity. “The teachers were completely dumbfounded by the stories young children were bringing into the classroom,” says Betsy Seamans, Family Communications’ producer of special projects. Marge Petruska, director of the Endowments’ Children, Youth & Families Program, which championed *Safe Havens*, said the increasing incidence of violence around children in the early 1990s had turned into a community crisis. “We were getting stories from teachers and caretakers of these very young



come after the crisis, through Safe Havens. By Rob Quinn Illustration by Stacy Innerst

children—instead of playing ‘house,’ they were playing ‘funeral,’” she says.

The Pittsburgh-produced *Safe Havens*, grounded in the experiences of local educators and the research of national experts, established a basic framework for effective training of any adult whose work connects them to children likely to be exposed to violence. The combination of documentary-style videos, handouts and discussions led by an experienced facilitator developed such a national following that, on the day after the 2001 terrorist attack that brought down the World Trade Center buildings in New York, officials from Gov. George Pataki’s office contacted *Safe Havens* producers to ask for training and materials for Head Start teachers in Manhattan, the outer boroughs and the communities bordering the city.

The original *Safe Havens Training Project* was so well received by charter supporters the Endowments and the Pennsylvania Department of Education, and so well-crafted through talented writers and filmmakers, that the concepts have since been extended to increasing the numbers of adults receiving the training and tailoring to specific professions.

One of these has focused on police officers—those most likely to deal with children immediately after they’ve witnessed a violent incident. The key factor in *One on One: Connecting Cops and Kids* is the true-to-life nature of the training. The course was produced in Pittsburgh from filming done with police on their jobs in several Pennsylvania cities. One of the key messages is that police have the ability to intervene with children directly at the scene of the violence while the incident is still fresh, not the next day at home or the next week at school. The experience of child psychologists and teachers is that a child’s immediate, positive interaction with a respected adult is critical to his or her ability to recover from the trauma associated with exposure to violence.

Allegheny County Police Inspector Wayne Gaffron, director of his force’s training academy since 2001, is a believer in the program. “It teaches law enforcement recruits how they can play a positive and critically important role in the life of a child,” says Gaffron. “It also shows how effective interaction with children can help officers do their jobs better.”

But *One on One* looks to do more than train officers to deal with children who have just witnessed a violent crime. “The project represents a philosophy about policing and the importance of children to all officers at all times,” says Seamans. Her passion for the program stems from years of work developing and refining teaching tools. She co-produced the *One on One* training video with creative help from husband Joe Seamans, a producer of National Geographic programs.



“Police interactions with children not only have profound effects on children’s development, but also on such basic policing goals as officer safety and crime prevention,” says Seamans. The intent of *One on One*, she says, “is to share a new way of looking at policing that places a serious emphasis on all police interactions with children, both in order to make the lives of the children better, but also to make the job of policing better and more effective. Positive interactions with children really do improve officer safety and crime prevention.”

But the program’s success also is grounded in the quality of the training course and study materials, developed by such nationally respected consultants, psychologists and academicians as Betsy McAlister Groves, who runs the Child Witness to Violence project at Boston Medical Center, teaches at Boston University Medical School and has written extensively on children and violence, including a book, *Children Who See Too Much*. Another is Steven Marans, who heads the world’s largest consortium of police trainers in the field of child trauma and child development at Yale University Medical School.

Training is conducted in a classroom setting, utilizing a combination of materials, including handouts and videos along with the instructors’ on-the-job experiences dealing with children. The goals are to train officers in the most effective ways to interact with children of different ages, educate them about how children’s perceptions of police change as they grow and teach them how to identify partners in the community who will help them reach out to children and families with young children.

Training materials, especially the videos, are designed to present a model for these types of interactions—well-trained officers doing their jobs. “Everyone sees the same thing,” Seamans observes. “Each trainee might experience a scenario differently, and some criticize—they think the cops in the videos are too lenient, or too harsh, whatever. But because we are all seeing the same cop, we can look at it again and again and talk about what he did and how he did it.”

The goal of a model video, says Seamans, isn’t to create the perfect police officer. Instead, the training is supposed to prepare officers as much as possible in basic skills for relating to children, but also to treat each situation as unique. “We emphasize in the manual that we are not saying this is perfect policing,”

The experience of child psychologists and teachers is that a child's immediate, positive interaction with a respected adult is critical to his or her ability to recover from the trauma associated with exposure to violence.

Seamans says. "This is what they see on the video. So they are, generally, quite disarmed by the documentary style and usually participate much more willingly in the process once the videos get rolling."

The emphasis is on sharing experiences that are prompted by situations presented in the videos and personal stories told by police trainers. Such open discussion is unusual in police academy classrooms, but administrators understand the need.

"Probably the most effective technique is using *cinéma vérité* documentary film as the core of the projects," says Seamans. "By giving people in training a shared experience in the classroom—an experience that does not describe the interactions, but rather models them and offers a real experience with them—we are bringing trainees to a higher level of interaction. It is the next-best thing to putting them in a squad car to ride along," says Seamans.

"We have found that this technique of unrehearsed, real-time interactions, in which grass-roots practitioners, not academics or policy people, are in front of the camera, has proved to be incredibly powerful as a training technique."

The Endowments, a long-standing supporter of Family Communications projects, first funded the process that created the *Safe Havens* program in 1992. Since then, the foundation's Children, Youth & Families Program has awarded several more grants to fund expansion of the training or support development of spin-off projects. Total Endowments support now stands at \$800,000.

"*Safe Havens* is a great example of the good that can come from training that respects the experience of the people on the front line by presenting models for discussion instead of a lecture that says "This is the way it's supposed to be,"" says the Endowments' Petruska. "And because the training facilitator has this solid course content supplied by national experts, we as funders can be comfortable that what is getting communicated is what will work to help minimize the psychological damage to these children."

Other development partners include the state Department of Education and the National Center for Children Exposed to Violence at Yale University Medical School. Most projects developed through Family Communications, though, are field-tested in Pittsburgh. "We see western Pennsylvania as the laboratory for our work, with the primary goal being to share the lessons learned so that our successes will be replicated and our mistakes will not," says Petruska. "*Safe Havens* is one of the successes. A lot of dollars and talent have been poured into this, and reviews from the early-childhood-education and mental-health sectors have been overwhelmingly positive. Experts in the field consider *Safe Havens* the gold standard in training videos of this type."

Police Academy director Gaffron, who spent most of his 24 years on the force working investigations, remembers the empathy he had for even the roughest juveniles he arrested for various crimes.

"On each occasion, I couldn't help but see a child who had made a mistake, not a criminal. I have always believed that in dealing with juvenile offenders, how they are treated by police has quite an impact on them. It could be either negative or positive. I think the training addresses this by teaching recruits to be cognizant of their interactions with juveniles—to show them that they do affect these children."

Coe, now the law-enforcement-coordination manager for the Western District, Pa., U.S. Attorney's Office in Pittsburgh, also believes in the program. "I think it is imperative that police build strong personal relationships with young people throughout our society," says Coe. "It is important that children have faith in police so they know where to turn in times of need, whether it be for issues of safety, advice, friendship or comfort [in a violent situation]." The training also provides a valuable learning opportunity for police, says Coe, helping them improve their communications skills with young people and become more integrated into the communities they serve.

For some officers, though, Coe says, such training doesn't come easily, and *Safe Havens* classes are no different. "Depending on the subject, a large number of police come in believing they aren't going to learn anything from cultural-diversity-sensitivity training, and some have attitudes regarding the subject." But Coe says that with a high-quality, honest training course like *Safe Havens*, attitudes can change dramatically. "Most of them come to see the value of the training and, at the conclusion, are thankful for the insight," he says. Even the long-ago-validated Community Oriented Policing, which has some direct parallels to *Safe Havens* principles, has had its challengers in training," says Coe. "But when they are handled in a professional, respectful manner, even the dinosaurs see the value and support the philosophy."

Coe believes *Safe Havens* training can help officers minimize the toll violent incidents take on them as much as the children they're trying to help. Of all the situations he's faced in his 25-year career, the reaction of that 12-year-old after a distracted detective bluntly recounted details of the brother's murder-suicide has had the most emotional impact.

"It taught me a valuable lesson—to be sensitive to victims of crime, especially children," he says. "Sometimes things are done without much thought of the possible negative ramifications. So here it is, all these years later, and we have a program that deals with what we experienced. I wish I'd had it to draw on way back when I was confronted by that boy." *h*

here&there

BUILDING GREEN & STRIKING GOLD

The Coro Center for Civic Leadership has brought hundreds of bright, young professionals into the region with the goal of attracting them to long-term careers and a great quality of life. Now, the Endowments grantee's new office reflects its mission by way of green design and construction. It also further solidifies Pittsburgh's title of No. 1 city in the country for new or renovated buildings certified under the U.S. Green Building Council's LEED—Leadership in Energy and Environmental Design—rating system.

The 11,000-square-foot space in the South Side's Terminal Buildings achieved the gold-level certification in areas such as high-quality design, user-friendly

amenities and environmental protection.

About 82 percent of the office's materials, including carpet squares, doors and frames,

were recycled through the demolition of St. Francis Hospital in Lawrenceville. The space was designed by Renaissance 3 Architects' Deepak Wadhvani.



Coro Center for Civic Leadership

Groundbreaking News

John Bonassi, board chairman of Sarah Heinz House, the youth development center that was founded by the Heinz family in the early 1900s, tells a crowd of hundreds about how the North Side facility will benefit from its first renovation in more than 50 years. Bonassi was one of several speakers at the Nov. 17 construction-start event, which included Allegheny County Chief Executive Dan Onorato, Pittsburgh Mayor Tom Murphy, Sarah Heinz House alumni and current youth members. The \$8.7 million, green-certified project will provide a new gym and swimming pool, an outdoor courtyard and general expansion for more programming.



Joshua Franzos

ROBO FRANCO

Pittsburgh Steelers Hall-of-Famer, businessman and Endowments board member Franco Harris, has accepted appointment to head the Pittsburgh FIRST Robotics Competition Advisory Board.

The *For Inspiration and Recognition of Science and Technology* program for high school students was founded by engineer, physicist and inventor Dean Kamen, a 5th Annual Heinz Awards winner. The competition is one in a series of strategies designed to interest young people in science and technology careers. Now in its 15th year, the program has grown to involve some 900 teams in the United States, Brazil, the United Kingdom and Canada.

Pittsburgh is one of 26 cities across the United States hosting regional competitions. This year's event, scheduled for March 11 and 12 at the University of Pittsburgh's Petersen Events Center, will involve 30 to 40 teams from the tri-state area.

"The robotics competition is an exciting way to get students to apply science, math and engineering concepts in a real-world environment," Harris said at the announcement of his appointment. "It's competitive and fun, but students are also learning sportsmanship, leadership and teamwork skills—all vital traits for success in business and in life."

Endowments' Education Director Honored

The Three Rivers Chapter of Phi Delta Kappa, the national education honor fraternity, has awarded Endowments' Education Program Director Joseph Dominic its Lay Leader Award. The honor, presented at the chapter's Dec. 4 awards ceremony and dinner, cites Dominic for "... his significant support of education in southwestern Pennsylvania," and his leadership in helping school systems attain higher learning rates for their students. Dominic has been with the Endowments since 1986.

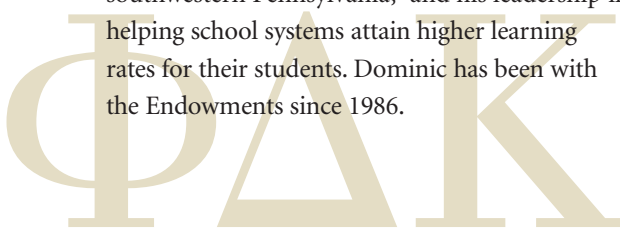


ENDOWMENTS' DIRECTOR SPOTLIGHTED BY HIGH SCHOOL DEVOTEES

Former Pittsburgh Cultural Trust president and Endowments board member Carol Brown beams in appreciation at the unveiling of an artwork portrait of her created by students and faculty at the Pittsburgh High School for the Creative and Performing Arts, a public school in downtown's Cultural District. Admiring the gift is school principal Mike Thorsen. His presentation was the highlight of the November celebration and fund-raiser at the school that honored Brown for her early planning efforts that envisioned a state-of-the-"arts" building. Performances by students from each department were interspersed with those of professional musicians during the evening event.



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