



**CREATING**



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# PITTSBURGH HAS ALWAYS BEEN ABOUT BUILDING BRIDGES



IN LAST YEAR'S ANNUAL MESSAGE, we reported on the unprecedented level of anxiety many were feeling in day-to-day life across the region, and its dragging effect on our work.

No wonder, considering the daily news bombardment about disruptive policies and divisive politics in Washington and overseas. For 2016–17, we listed several issues playing out on those stages that changed the direction of our regional agenda, and we worried about the ability of our community philanthropy to protect values and mission in the fray.

In this report period, events beyond the region continue to fuel anxiety and uncertainty. There are new pressures on philanthropy: a new tax-cut law adding more complexity to charitable giving, and criticism leveled at some in our field for prioritizing fundraising over local leadership and grant-making responsibilities.

In navigating around all the tumult, here is what we have learned in the past year: Our grantees and project partners are powerful sources of community resiliency; our donors give out of abiding faith in the power of community to improve lives; and our Board and staff are committed as much to spending leadership capital as in building the Foundation's wealth.

Across its nearly 75-year history, the Foundation has set an impressive record of asset growth as residents have been attracted to donor-advised funds for their ability to be impactful through their personal philanthropy, grow their charitable accounts and receive tax benefits. Yet, the community foundation model we adhere to encourages our donors be active and benefit the local community.

Last year, 1,027 donor-advised funds accounted for nearly 40 percent of the Foundation's grantmaking, and the vast majority went to causes in

the Pittsburgh region. (See chart, right.) The range runs from a fund that pays the milk bill for the Little Sisters of the Poor to one that supports our Center for Philanthropy in using innovative human-centered design to increase nonprofits' capacity to provide services. (See that story on p. 34)

With hundreds of our donors actively working to improve life in the region, we see expanding the base and growing the assets as essential to our mission. We've also focused on another part of our mission that effectively calls on us to balance the fundraising with voice raising.

In just this past year, we've expanded programs and services developed through 100 Percent Pittsburgh, the organizing principle that commits us to inviting the 30 percent of residents shut out of the region's revitalized economy to join us in developing new opportunities for their full participation.

About 60 percent of the Foundation's grantmaking now falls under the 100 Percent Pittsburgh umbrella, and we invite you to review pp. 10, 18, 20 and 42 of this report to understand the many ways these programs and services are creating new opportunities for those who need them most.

Generous grantmaking helps to make the strategy case for how our community foundation benefits the region, but if we're focusing only on dollars-in-dollars-out, we're overlooking another basic responsibility: using our reputational capital to lead on public issues.

Last year, with quality-of-life improvement for the region as the standard, the Foundation publicly advocated for policy changes across a range of causes.

One came out of our research into the use of driver's license suspension as an automatic penalty for most nondriving offenses in Pennsylvania. We documented its corrosive effects on people who have served their time and need a driver's license to be able to support themselves and their families. Our campaign to change the policy led to new legislation that passed the General Assembly and was signed into law by Gov. Tom Wolf this fall. And in another action, the Foundation joined an anti-gerrymandering lawsuit to end partisanship in setting Pennsylvania's Congressional voting districts. (See the full story on our advocacy efforts on p. 28.)

As a community foundation, we are charged with staking out the big tent of local philanthropy to bring people together from all ideologies,

## DONOR-ADVISED GRANTS

2017



**6.7%**  
of our donor-advised fund assets were distributed as grants.

**74%**  
of our donor-advised funds have made at least one grant between 2015 and 2017.

backgrounds and points of view. We used our convening power during a year of unprecedented divisiveness by co-presenting two conferences — one regional, the other national — to reawaken citizen engagement with the anchors of our shared American identity — the essential freedoms under the First Amendment.

The regional event presented in June with The Heinz Endowments offered 24 speakers and panelists, including April Ryan, a White House radio news correspondent who has covered the administrations of four presidents; and former Republican Rep. Mickey Edwards, who represented Oklahoma in Congress for 16 years.

The national conference presented in October with Duquesne University, had 46 speakers including retired four-star general Michael Hayden who headed the CIA and National Security Agency; former Pennsylvania Governor and Secretary of Homeland Security Tom Ridge; Ohio Governor John Kasich (via video); Supreme Court Justice Ruth Bader Ginsburg (via video); and executive editors Dean Baquet of The New York Times and Martin Baron of The Washington Post. (See the story, p. 4.)

To whatever extent such public convening and our grant investments have brought more equity, economic progress and kindness to the region, we are proud. But we also are keenly aware of instances in which we have fallen short, and we recognize that the first lesson of community philanthropy is to never stop taking lessons — never stop learning. That's why some of the stories offered here report on what we've learned.

Examining the Foundation's strengths and weaknesses has been especially important this year as the Board embarks on a national search for a new president and participates with staff in updating the organizational plan to ground the new president in our community and culture.

The leadership baton will be passed forward and strategic plans will turn over in the life of our Foundation, but our mission to improve quality of life for residents is the bedrock. As a foundation closing in on the second decade of the 21st century, we are charged with building a community for everyone in which hope is a constant and opportunities for progress abound.

Thank you for all that you are doing to help us in the mission.

**EDITH L.  
SHAPIRA, M.D.**

*The Pittsburgh Foundation  
Board of Directors, Chair*

**MAXWELL  
KING**

*The Pittsburgh Foundation  
President and CEO*

Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble and to petition the Government for a redress of grievances.

POLITICAL IDEOLOGIES  
MEET DEMOCRATIC PRINCIPLES

# CIVIL DISCOURSE IN UNCIVIL TIMES

The Foundation and key partners present conferences to reaffirm the value of the First Amendment.

*By Doug Root*

THE PITTSBURGH  
FOUNDATION

THE HEINZ  
ENDOWMENTS

DUQUESNE  
UNIVERSITY

**ONE OF THE MOST SIGNIFICANT LEADERSHIP POWERS** community foundations have for improving quality of life is their ability to convene — to bring people together to address a problem or opportunity. When a foundation calls, people come together, even when passions run high and differences go deep.

Alarmed at the last two years' unprecedented political and ideological divisiveness running from Washington, D.C. to regions such as southwestern Pennsylvania, The Pittsburgh Foundation presented two conferences to shine a light on the First Amendment to the U.S. Constitution. That 45-word clause sets out the rights that define us — and that should unite us — as Americans: freedom of religion, expression, the press, public assembly and government petition.

In June, the Foundation co-hosted “The First Amendment for the Twenty-First Century: Current Threats and Community Responses” with The Heinz Endowments, another place-based philanthropy. The regional event offered 24 speakers and panelists, including April Ryan, a White House radio news correspondent who has covered the administrations of four presidents; former Republican Rep. Mickey Edwards who represented Oklahoma in Congress for 16 years; Wasiullah “Wasi” Mohamed, executive director of the Islamic Center of Pittsburgh; Yascha Mounk, executive director of the Tony Blair Institute for Global Change; Jenni Monet, an award-winning freelance journalist who writes about Native Americans and indigenous rights; artists Vanessa German and Jasiri X; and Rob Rogers, a syndicated editorial cartoonist.

In October, the Foundation co-hosted with Duquesne University “A National Conference on the First Amendment: Bedrock of American Freedoms.” That event, presented in collaboration with the National Constitution Center, featured a Who’s Who of nationally prominent journalists and public figures, including retired four-star General Michael Hayden, who headed the CIA and National Security Agency; former Pennsylvania Governor and Secretary of Homeland Security Tom Ridge; Ohio Governor John Kasich, Supreme

Court Justice Ruth Bader Ginsburg (via video); and executive editors Dean Baquet of The New York Times and Martin Baron of The Washington Post. The entertainment featured The Slants, a Chinese-American rock band that had recently won a First Amendment case before the U.S. Supreme Court.

In opening the second conference, Pittsburgh Foundation President and CEO Maxwell King said: “If you travelled across America today and you talked to a thousand people from every political persuasion, and you asked them what most defines America, nearly all of them would say ‘freedom.’ The problem is that people don’t understand that the First Amendment is the linchpin in protecting that freedom.” ■

## OTHER QUOTES HIGHLIGHTING TOPICS FROM THE TWO CONFERENCES



## FREEDOM OF RELIGION

**Only 45 percent of Americans have met a Muslim. Our entire identity ... is determined by journalists.**

**WASIULLAH (WASI) MOHAMED \***

*Executive Director,  
The Islamic Center of Pittsburgh*

\* CONFERENCE I  
June 21–22, 2018

\*\* CONFERENCE II  
October 21–22, 2018

## FREEDOM OF PRESS

**The media landscape has shifted in such a way as to shorten the time for deliberation. Unfortunately, that has created a situation in which people will employ technology to intentionally distort the conversation and to undermine the credibility of facts and legitimate actors in that environment. This is a tremendous threat to democracy.**

**JUAN WILLIAMS \*\***

*Fox News Contributor*



**Democracy cannot exist without a free press.**

**TOM RIDGE \*\***

*Former Pennsylvania Governor and former U.S. Secretary of Homeland Security*

**It’s harmful for people to be told repeatedly that we make stuff up, which we don’t. It’s remarkable for an American president to say, ‘Don’t believe what you read in the press; believe what I say.’ I still believe in the end that we’re around longer than presidents, and our job is to stick to our guns and be transparent and truthful and independent.**

**DEAN BAQUET \*\***

*New York Times Executive Editor*

On combatting claims of “fake news”

**Podcasts now enable reporters to talk not just about the story itself, but the story behind the story — how the story came about. I think it really helps when people can see ... or hear [reporters] talk at length about how they went about their journalism. I think that’s a very helpful development ... pulling back the curtain on how journalism is practiced.**

**MARTIN BARON \*\***

*Washington Post Executive Editor*





**FREEDOM OF ASSEMBLY**

On the Unite the Right March at the University of Virginia in Charlottesville:

**A lot of the discussion was about police and [preparedness], but the fundamental issue was what do you do when a group of angry, armed men are marching across your campus and chanting 'Jews will not replace us'? We spent the next year ... trying to come up with solutions so that what happened on that Friday couldn't happen again. But even those speakers with unpopular views still had places to speak, where police could protect them from the counter protesters and we could make the situation physically safe.**

**TERESA SULLIVAN \*\***  
*UVA President Emeritus*

**FREEDOM TO  
PETITION GOVERNMENT**

**Confronting the government is not only our right, it's our responsibility.**

**MICKEY EDWARDS \*\***  
*Professor and former U.S. Congressman*



**APPRECIATING  
FIRST AMENDMENT  
FREEDOMS**

**I am not an activist journalist, but I am an activist for truth ... It's not about me or the faces I make. It's not about the questions I ask, but the answers the American people get. My march is for you to get information.**

**APRIL RYAN \***  
*White House Radio News Correspondent*



PHOTO: RENEE ROSENSTEEL

**The critical importance of civil discourse to our whole campus community is listening to differing views with respect and actually learning from them. That is what makes us the strongest country and the strongest individuals as Americans.**

**KEN GORMLEY \*\***  
*Duquesne University President*


On what happens when political leaders devalue First Amendment freedoms:

**They tap into influences that have existed for decades, and when people are given that kind of permission, the first thing that emerges is that they attack freedom of speech.**



**GRANT OLIPHANT \***  
*Heinz Endowments President*

Heinz Endowments President Grant Oliphant interviewing editorial cartoonist Rob Rogers


  
**Bonnie Guldenschuh** holds baby Connor, who is recovering from Neonatal Abstinence Syndrome. Guldenschuh is a volunteer with Faith Forward's Angel Arms program, which cares for infants born with drug dependence. Faith Forward is one of the organizations benefiting from CFWC's Opioid Impact Giving Circle.

**ADDICTION MEETS ITS MATCH**

# CIRCLING UP SUPPORT

Westmoreland County residents raise matching funds for nonprofits fighting addiction.

*By Mark Marino*


  
**THE COMMUNITY FOUNDATION OF WESTMORELAND COUNTY**

**LOST DREAMS AWAKENING**

**PHILANTHROPISTS**

**FAITH FORWARD**

**WESTMORELAND COUNTY DRUG OVERDOSE TASK FORCE**

**PREVENTION POINT PITTSBURGH**

**OVER THE PAST DECADE**, the number of overdoses per year in Westmoreland County has increased almost fourfold — from 50 in 2007 to 193 in 2017. In response, a group of concerned citizens is taking a unique philanthropic approach and empowering Westmoreland County nonprofits that are fighting the opioid epidemic.

VonZell Wade, Ph.D., once struggled with substance addiction. Now he runs the New Kensington-based nonprofit Lost Dreams Awakening, which he launched in 2015 with his wife, Laurie Johnson-Wade, to provide a safe space for people struggling to recover from substance addiction.

The organization was among seven nonprofits that took part in the first-ever Impact Giving Circle organized by The Community Foundation of Westmoreland County (CFWC) in 2017. Lost Dreams Awakening, along with Faith Forward, a Latrobe-based nonprofit dedicated to addiction recovery and counseling, were selected by participants to receive \$25,000 each over two years, starting this year.

The funding, Wade believes, will save lives.

Wade started using alcohol and drugs at age 8. At age 23, after four years of using crack cocaine, he got clean. He says he owes his recovery and happiness to his wife, who was also using when they met. She got sober first, which inspired Wade to do the same. He recently turned 50 and marvels at how much his life has changed.

“If I died today, I’d have lived a beautiful life all because I gave up drugs,” Wade says. “When individuals stop using drugs, their lost dreams are awakened.”

Wade was among the nonprofit experts who spoke to participants in the Impact Giving Circle organized by CFWC in collaboration with The Pittsburgh Foundation’s Center for Philanthropy.

Impact Giving Circles bring together like-minded individuals who meet once a month over a four-month period to combine resources, learn about an issue and collectively make grants.



For this Impact Giving Circle, 20 participants donated \$1,000 each, and CFWC contributed \$30,000 from its unrestricted grant fund, creating a \$50,000 pool for Giving Circle members to allocate to Westmoreland County nonprofits fighting addiction.

In 2017, Wade says, Lost Dreams Awakening helped nearly 500 people receive treatment or referral. The Impact Giving Circle funding will be used to train new certified recovery coaches to help meet increasing demand for treatment services.

According to CFWC Executive Director Phil Koch, key aspects of the Impact Giving Circle are learning and empathy. Participants met with staff from Westmoreland County Drug Overdose Task Force and Prevention Point Pittsburgh, who provided an in-depth look at how different organizations are fighting the opioid crisis, Koch says.

“Even those of us who thought we understood the issue learned a lot. For example, Westmoreland County does not allow needle exchange programs, which can help prevent the spread of disease,” Koch says. “Our donors got to hear how Prevention Point Pittsburgh’s needle exchange and other programs have had success in certain areas and ask why our county doesn’t allow similar programs.”

Faith Forward primarily serves infants and children who, because of their parents’ drug use, are born into addiction. The organization also provides counseling and other services to parents and caregivers recovering from substance addiction, says Founder and Executive Director Dawn Hennessey. Faith Forward is using its Impact Giving Circle funding to renovate a donated house in Latrobe where the organization provides housing to children whose parents or caregivers are in rehab facilities.

▲ ABOVE VonZell Wade (right), cofounder of Lost Dreams Awakening, speaks with Ethan Faybik. Wade uses his own experience with substance abuse to help others in recovery. Faybik is in recovery and says his favorite thing about not using is not having to lie all the time.

RIGHT Every few months, people at Lost Dreams Awakening put together a photo board celebrating achievements. Most recently, the organization held a fashion show fundraiser, and participants are adding those photos to the display board.

**The most valuable part of the Impact Giving Circle was just getting smarter. ... Its approach of including donors and nonprofits together in the philanthropic process makes it possible for us to have a bigger impact with our funds.**

**MICHAEL REESE**  
*Janney Montgomery Scott LLC*



Hennessey says they also plan to expand the nonprofit’s Angel Arms program, in which trained volunteers snuggle and nurture babies born into addiction.

“There’s a cycle of generational addiction that we’re seeing now with the epidemic being so widespread,” Hennessey says. “We want to break that cycle by reaching those kids now.”

Her approach resonated with Impact Giving Circle participant Michael Reese, who has lived in Greensburg for most of his life and experienced the effects of the epidemic.

“I have had to face too many visits to funeral homes for friends over the last decade. That’s accelerated over the last two years,” says Reese, a financial advisor for Janney Montgomery Scott LLC in Ligonier, which refers clients to CFWC for charitable guidance.

Reese, who is also a member of CFWC’s Visionaries group for new philanthropists, says he wanted, most of all, to understand the opioid crisis so he could teach his children how to make good choices.

“The most valuable part of the Impact Giving Circle was just getting smarter,” Reese says. “CFWC proves to be an innovator. Its approach of including donors and nonprofits together in the philanthropic process makes it possible for us to have a bigger impact with our funds.”

Based on the success of CFWC’s opioid Impact Giving Circle, a second Impact Giving Circle focused on opioid addiction is underway now in Allegheny County hosted by CFWC’s parent organization, The Pittsburgh Foundation. ■

#### ◆ LESSON LEARNED

County-specific laws pertaining to addiction prevention and recovery dictate the treatment people can receive. Prevention Point Pittsburgh’s needle exchange program in Allegheny County, which can reduce the spread of HIV infection, is not an option in Westmoreland County, which removes a proven disease-prevention option for nonprofits fighting opioid addiction.





► Sylvia Sachs showed that women can do consequential journalism and personal philanthropy.

**BARRIER BREAKER JOURNALIST  
MEETS BARRIER BREAKER FINANCIAL ADVISOR**

# WOMEN OF MEANS

Two women in fields traditionally dominated by men build a powerful philanthropic legacy.  
*By Ellen Mazo*

**SYLVIA SACHS**

**RBC WEALTH  
MANAGEMENT**

**SISTERS PLACE**

**WOMEN'S  
CENTER AND  
SHELTER  
OF GREATER  
PITTSBURGH**

**NEWSPAPER REPORTERS' DESKS** always have been indistinguishably messy, but that was especially so in the early 1980s, long before emails and social media replaced paper press releases and empty envelopes, notebooks, dried-up ballpoint pens, agency reports and ragged newspaper clippings. There was one desk at The Pittsburgh Press that stood out with cluttered appeal — and that was the desk of the afternoon newspaper's longtime book editor, Sylvia Sachs. Stacks of books sent by publishers and authors competed for space among her scattered papers, with still more books piled on the floor in mysterious groupings, not unlike Stonehenge.

When not at her keyboard pounding out (literally) a feature story or book review, or on the telephone negotiating with publishers for their authors to speak at the Press's quarterly Book and Author dinner, Sylvia would dole out books to hovering reporters with the express purpose of an expected book review in return. The payoff? Keep the book and maybe, just maybe, meet the author. That is, of course, if there was an available seat at the popular speaking event at Kaufmann's Department Store.

It's not that she made this all look easy (she didn't), but Sachs — born only two years after passage of the 19th Amendment giving women the right to vote — had already set a course in Pittsburgh for women, like me, who could now break into journalism outside the traditional society coverage. Her accomplishments came through sheer determination. Yet, Sachs was so surprisingly self-deprecating that you had to peel back the pages to appreciate her trailblazing journey.

Sachs was named book editor 15 years before I arrived at the Press in 1983. She joked that she was tapped for the prestigious position because the top editors knew "I liked to read." And that she did. She devoured newspapers as much as biographies, histories and mysteries that had been her escape from a tumultuous childhood. Her first job after graduating from Taylor Allderdice High School was selling books at Kaufmann's, Downtown. In her

own way, she was moving closer to the Press building near Point State Park. By 1956, she was hired at the Press — as secretary to the Outdoors editor. Sylvia, who lived in Squirrel Hill, likely demonstrated her appreciation of the great outdoors because she journeyed on many weekends to her family's cottage in Zelienople.

Over the next few years, she took evening classes at the University of Pittsburgh for her undergraduate degree. Also after hours, she began contributing news and feature stories and book reviews until there was no alternative but to hire her as a full-time reporter.

As the newspaper's presses rolled through the 1980s, Sylvia Sachs put Pittsburgh on the literary map by bringing in hundreds of authors to the Book and Author dinners, which attracted 1,500 attendees for each event. She fretted down to the last detail, including setting up additional television and radio interviews for the authors. A hesitant driver who cajoled photographers into taking her to assignments, Sachs displayed feats of journalistic fearlessness by picking up the authors at the airport and driving them to the TV stations and radio studios.

By the close of the decade, Sachs also took note that the newsroom was filled with an increasing number of women reporters, including the Press's first woman to cover crime; the first woman sports reporter; a woman who won a Pulitzer Prize; and the paper's first woman managing editor.

After more than 40 years, it was time, she said, to move on from her beloved Pittsburgh Press. It was more of a transition than retirement: She taught adults how to read; she learned chess and played in weekly matches; and she joined a bridge club. Then, when the Pittsburgh Post-Gazette resumed publication after the 1992 newspaper strike, editors persuaded her to once again coordinate the Book and Author dinners. From there, she moved on in 2002 to help establish the Pittsburgh chapter of the Osher Lifelong Learning Institute at Carnegie Mellon University — drawing on her years of reporting to bring Pittsburgh's leaders and celebrities to speak to packed rooms of retirees.

Sylvia was beginning to slow down, but certainly not retreat. She regularly scoured the Carnegie Library and Oakmont's Mystery Lovers Bookshop for her greatest pastime, mystery novels. Books by Anne Perry, Scott Turow, Suzanne Hamilton Free, P.D James, Minette Walters, Ruth Rendell (the list goes on-and-on), crammed her living room's bookshelves and were piled into a version of side tables near her reading chair.

Even as her eyesight began failing, and she became less confident leaving her second-floor apartment, she remained engaged in national and world affairs — and in the women who had been given opportunities because of her. Many of us had become good friends.

Then, in 2007, Sachs found still another way to contribute by designating \$230,000 to establish a Pittsburgh Foundation fund for "Pittsburgh cultural institutions and education." She told me, almost as an afterthought. Except it wasn't. I understood by then that she always knew exactly what she wanted — for herself, for her community and for the women who followed her. ■

**She was strong and stubborn, and she had a lifelong love of learning and a desire to help other women succeed.**

**DEBORAH SULLIVAN**  
*RBC Wealth Management*



## WEALTH OF EXPERIENCE

Sylvia Sachs' longtime financial advisor works to keep the late journalist's mission alive.

**AFTER MORE THAN 30 YEARS** as a financial advisor, Deborah Sullivan says her clients often become more like family. Such was the case with Sylvia Sachs, whose finances she managed from 1992 until Sachs' death in March.

Feisty, funny, bright and unpretentious are some of the words Sullivan uses to describe her late friend. Sachs was referred to Sullivan by her previous financial advisor, Ruth Weisberger, who was retiring. At the time, Sullivan was working for Hefren-Tillotson. She is now senior vice president at RBC Wealth Management.

"Sylvia enjoyed working with other professional women, rather than men who might 'talk down' to her," says Sullivan. "She was strong and stubborn, and she had a lifelong love of learning and a desire to help other women succeed."

Helping women and giving to women's causes was a passion the two shared. Sullivan is a third-party investment manager with The Pittsburgh Foundation and has a donor-advised fund through which she gives to the Women's Center and Shelter of Greater Pittsburgh and Sisters Place, a housing community for single-parent families who are experiencing homelessness.

Sullivan says she looks for any opportunity to steer her charitably minded clients toward the Foundation.

"Donor-advised funds are a wonderful way for people to fulfill their philanthropic desires," she says. "And, yes, there are tax benefits, but to know that the work being done through funding you've provided is making a difference in someone's life, there's a sense of comfort in that."

Sullivan is modeling her professional life after Sachs', encouraging young women to consider careers in wealth management. She says it's still a male-dominated field and, often, women in college don't consider it as a viable option.

"Even I didn't start out on this path — I started as a biochemistry major looking to be a doctor," says Sullivan. "I thought I wanted to spend my life healing people physically; now I heal them financially. For anyone who cares about and wants to help people, it's a great career."

▲ A colleague's retirement brought Sylvia Sachs to Deborah Sullivan, who then helped Sachs develop a plan to give back.

### ◉ LESSON LEARNED

It's still difficult to recruit women into the field of wealth management. While the number of women in the field has increased in the last 30 years, there is still a lot of room at the table for them to choose this as a career path.

**L**AUNCHED IN 2015, 100 Percent Pittsburgh is the organizing principle that commits us to working with the 30 percent of residents left out of the region's economic resurgence to develop opportunities to help them become full participants.

We've begun by engaging two groups — single women raising children and youth ages 12 to 24 — that have been particularly hard hit. Significant problem areas in which we are working involve addressing basic human needs in the community, including preservation of affordable housing. By collaborating and sharing ideas, time and resources, we are building a stronger Pittsburgh region — where a single woman raising children and working two jobs doesn't have to choose between paying for child care and medicine, and a teenager in poverty has opportunity pathways to avoid landing in the criminal justice system.

The following grants are just a few examples of Foundation support through 100 Percent Pittsburgh. About 60 percent of discretionary grants are now directed to support programs and services that fall under the organizing principle.



PHOTO: HOSANNA HOUSE

**\$125,000 TO HOSANNA HOUSE**

to support its education, youth and community services, and supportive housing to help individuals and families in Wilksburg. The grant will allow Hosanna House to improve its facility and expand its operations, which include career development, medical and dental care, and food assistance. Hosanna House serves more than 35,000 people each year.

Programs at Hosanna House include a nine-week summer camp that emphasizes physical activity and wellness.

**\$150,000 TO THE CENTER THAT C.A.R.E.S.**

to support a pilot of a school Suspension Alternative Program in partnership with Pittsburgh Public Schools at the Jeron X. Grayson Center in the Hill District. The goal is to disrupt the school-to-prison pipeline that disproportionately impacts students of color. Research shows that repeated school suspensions are correlated with an increased probability of incarceration. This first-of-its-kind out-of-school suspension-alternative program aims to keep students serving one- to three-day suspensions engaged academically and provide support services to prevent future suspensions.

# 100 PERCENT PITTSBURGH

**\$250,000 FOR THE SECOND YEAR OF THE SMALL AND MIGHTY GRANTS PROGRAM,**

including the launch of the More than Money series last year. The program supports small organizations with annual operating budgets under \$600,000 — and brings them together for grant-writing workshops and networking events that allow participants to share their experiences, challenges and successes. Most of the 101 Small and Mighty applicants over the last two cycles had not been funded before, an indicator of increasing awareness of the program.

**\$100,000 TO THE MON VALLEY INITIATIVE**

to support its Workforce and Business Development program. Of the 410 people the organization served last year, 269 were new to the program. This year, the Initiative's Workforce and Business Development team will help unemployed and under-employed Mon Valley residents to access group-oriented and one-on-one employment services, income supports and financial coaching.

**\$60,413 TO HEALTHY START INC.**

to expand its home visiting and community education programs to improve support for mothers experiencing depression. In Pittsburgh, nearly 40 percent of the organization's clients are dealing with that health issue, which can have far-reaching impacts on their lives, including the ability to care for their children. This grant helps reduce barriers to mental health care by offering in-office hours at several locations, and staff training to identify and help mothers with depression. It also subsidizes counseling fees.

**\$250,000 TO LAUNCH THE PITTSBURGH FOUNDATION'S SOCIAL JUSTICE FUND**

to support grassroots advocacy and engage activists and advocates who are addressing the root causes of poverty, rather than working to alleviate the symptoms. Grants are being made to provide general operating support for smaller organizations. Another feature of the program is rapid-response funding, by which organizations may apply for immediate support to be able to address time-sensitive or fast-breaking challenges happening in marginalized communities.

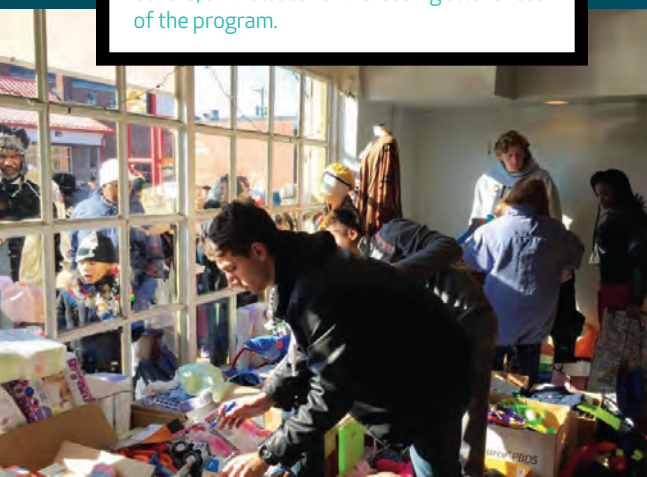
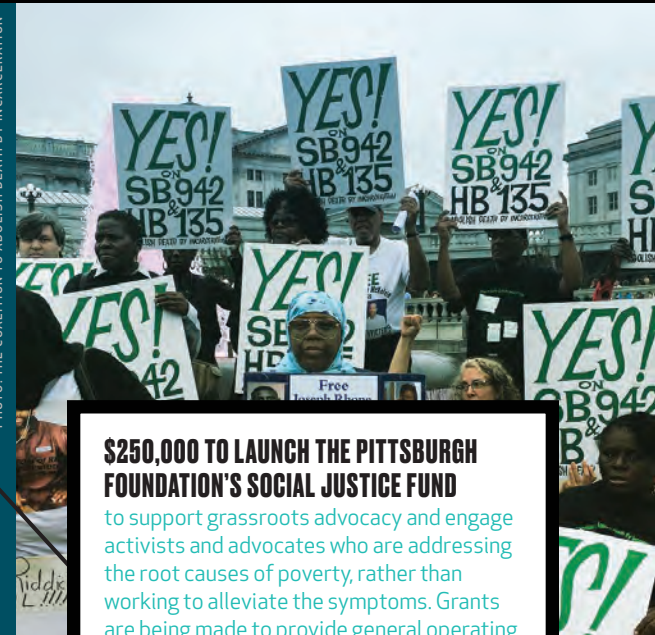


PHOTO: FREE STORE WILKINSBURG

Free Store Wilksburg was among the 40 nonprofits to receive Small and Mighty grants since 2017.

PHOTO: THE COALITION TO ABOLISH DEATH BY INCARCERATION



The Coalition to Abolish Death by Incarceration-West, which organized the Oct. 2 Day of Action in Harrisburg, was among the first organizations awarded a Social Justice Fund grant.

GENEROSITY MEETS GEOGRAPHY

# BEYOND THE WEALTH FAÇADE

An extraordinary legacy addresses poverty beyond a town's prosperity.

*By Tony Norman*

SEWICKLEY  
PUBLIC LIBRARY

SEWICKLEY  
VALLEY HOSPITAL  
FOUNDATION

SEWICKLEY  
VALLEY YMCA

QUAKER VALLEY  
SCHOOL DISTRICT

WHEN RAYMOND SCHUBART SUCKLING DIED IN 2014 AT 93, he was already one of Sewickley's most celebrated philanthropists.

In 1993, he established a Pittsburgh Foundation fund in honor of his parents with a gift of \$6,000 to the community. By the time of his death two decades later, that initial gift had been followed by \$664,000 to the fund, which dispersed \$345,000 to various charities and institutions in Sewickley over the years.

His donations had been a generous and impressive show of community spirit by a quiet and unassuming retired engineer who never married and had no children of his own, but who loved helping the less fortunate in the Sewickley area.

That was Raymond Suckling's mission until his last breath. If his generosity had stopped there, all of those who benefited from his largesse in and around Sewickley would've celebrated him into perpetuity. But as it turned out, that gift of philanthropy was the raindrop on an ocean wave.

In January 2018, four years after his death, The Pittsburgh Foundation announced that it was the recipient of a \$37 million bequest from the Suckling estate. For the Foundation, it was one of the largest donations in its history—second only to the \$50 million Charles E. Kaufman Fund.

Suckling's gift was a stunning gesture of philanthropy from a man who gave no thought to taking credit before his death.

The bequest specifically earmarked two annual \$500,000 grants to be given to two institutions close to Mr. Suckling's heart—the Sewickley Public Library and the Sewickley Valley Hospital Foundation. While both institutions are still in the planning stage of determining how the significant revenue will be used, the heads of both organizations announced broad directions at a press conference in January. The area of focus for the hospital system, said President and CEO Norman Mitry, is to invest in an enhanced clinical training program for nurses and patient care associates. For the library, the revenue stream will greatly reduce pressure each year to raise funding for

Floyd Faulkner, Quaker Valley School District's community youth worker, meets with students at the Sewickley YMCA after-school program.

existing services and, said Executive Director Carolyn Toth, “increase the library’s vitality in the digital age ... by offering programming and physical spaces attractive to children and teens.”

The Foundation also was named as a beneficiary at a fortuitous point in its history: At about the time of Suckling’s death, the Board and staff had committed to a new organizing principle, 100 Percent Pittsburgh, which dedicates about 60 percent of discretionary grant resources to creating new opportunities for the 30 percent of Pittsburgh-area residents left out of the revitalized economy. Suckling’s directive to the Foundation matched up exactly with the 100 Percent Pittsburgh agenda: Additional grants of about \$500,000 will be distributed each year to agencies and programs that benefit people living in poverty in and around Sewickley.

Many only know Sewickley through surface views: a bucolic village with a boutique business district, and in the Heights, fabulous estates carved out across rolling hills. From those perspectives, the idea of hundreds of thousands of dollars flowing into the area each year to help people get access to a vibrant economy is oxymoronic — even ridiculous, given needs elsewhere.

Yet Suckling knew that, beyond the façade of “the good life” in Sewickley proper, well beyond the neighborhood in which he was born and raised, there has been economic deprivation for decades.

“We know a lot about poverty in Pittsburgh,” says Jeanne Pearlman, the Foundation’s senior vice president of Program and Policy. “And over the past three years, we’ve begun looking at pockets of poverty outside the Pittsburgh area. Having this fund arrive on our doorstep has allowed us to go even further into communities that people might not suspect are really hurting. We’re following the donor’s lead on this.”

The Sewickley Valley YMCA is among the first local institutions working with vulnerable populations in Sewickley and the surrounding area to receive funding from the Foundation to help finance ongoing operations aimed at helping those in need.

“A lot of people think of Sewickley as a solution in search of a problem,” says Sewickley Valley YMCA CEO Trish Hooper. “They have this image that everyone here is wealthy. That’s not the case. The image of uniform wealth tends to make problems worse.

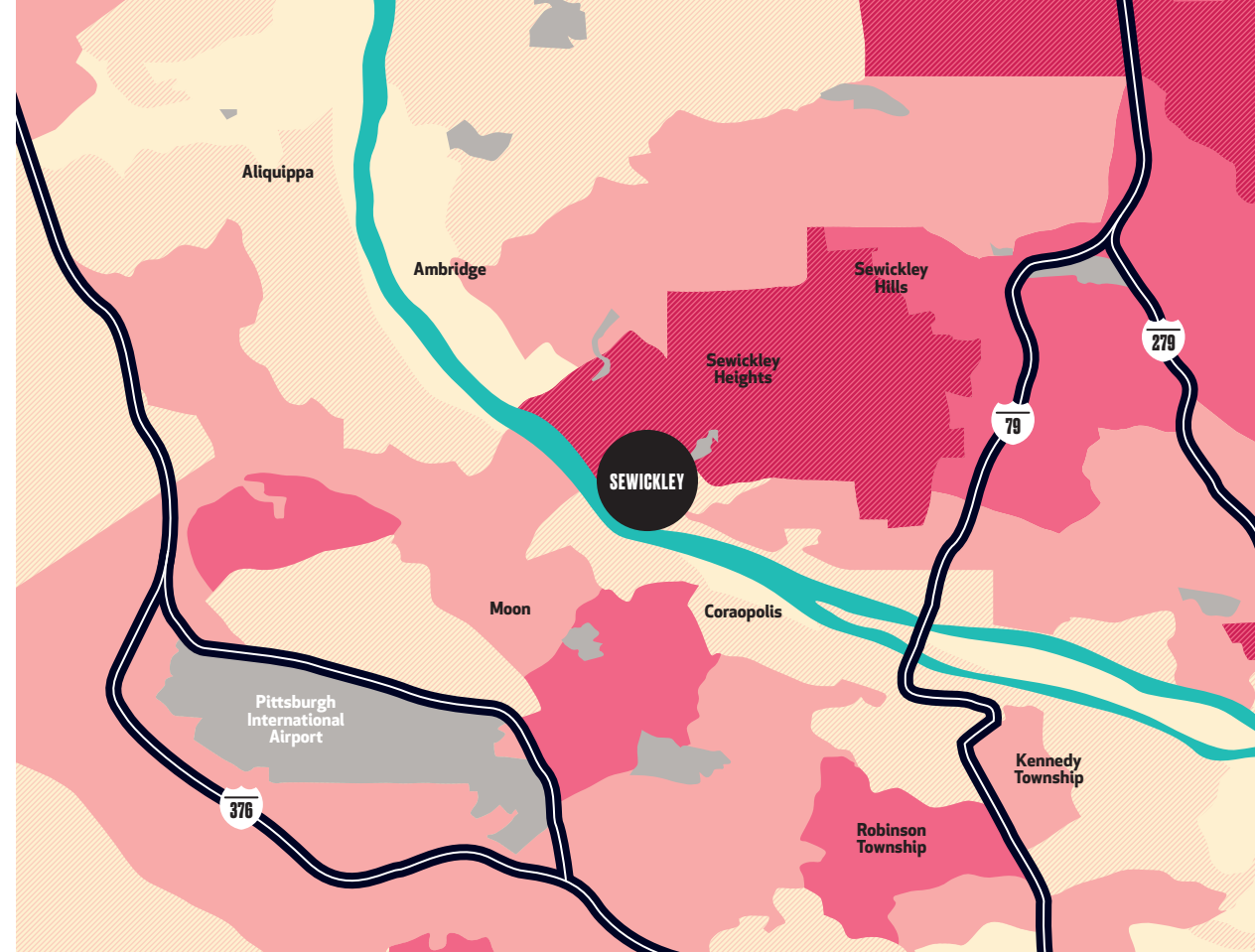
The image masks some of the challenges that struggling working families have.”

The YMCA received a one-year, \$40,000 grant to support scholarships for low-income children attending its 10-week Summer Day Camp in 2018. The services offered run the gamut from state-licensed child care, mentoring for youths in the Teen Center, swimming lessons, including free lessons for children living with Autism Spectrum Disorder, meals, and access to health and wellness programs.

In 2017, the YMCA issued 183 scholarships and \$85,000 in assistance for the Summer Day Camp. “We had \$45,000 [for scholarships] and the Suckling grant provided \$40,000,” Hooper says. “This year’s assistance amount is

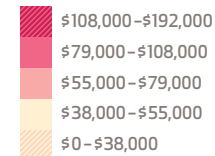


Raymond Schubart Suckling, circa 1950s, in a photographic portrait provided by his family.



SOURCE: SEER ANALYTICS FOR THE SEWICKLEY VALLEY YMCA, JUNE 2015

#### MEDIAN HOUSEHOLD INCOME



expected to be about \$100,000, which would cover 204 children. The Suckling grant will help us fund the leftover portion.”

A broader view of the YMCA’s work validates the high numbers of those in need. Last year, the facility provided \$433,000 in membership scholarships, summer camp experiences and child care to 1,450 economically disadvantaged individuals and families who use its various programs and services year-round.

“There’s a mindfulness, kindness and compassion all working together in this community to help every kid reach full potential,” says Floyd Faulkner, the Quaker Valley School District’s community youth worker who works out of the Sewickley Valley YMCA.

“We have 15 to 20 percent of students receiving free and reduced-price lunch in this district,” Faulkner says. “But we have to remember that all kids are at risk of making choices and decisions that can jeopardize their futures and their goals — not just kids considered at-risk.”

Faulkner, who likes to feel the pulse of the community by getting out and about as much as possible, works hard to build relationships with all young people, regardless of socio-economic level.

“Overcoming the assumption in the community that I’m here just to work with a specific group of kids is the biggest challenge,” he says. “There’s still an element of pride. Not everyone who needs help will ask for it. We want to positively impact all children, but I think about the kids I can’t reach.”

Faulkner’s job is to build relationships with the latchkey children, those hanging out at the library and those living in working-class neighborhoods, so he can help identify resources they may need. It is a job that reflects the values and concerns of Suckling and the ongoing mission the late philanthropist wanted his bequest to fund.

“We were already thinking conceptually along these lines,” says Pearlman, reflecting on the work going on in Sewickley and underserved communities outside of Pittsburgh, “but Mr. Suckling opened the door and shined a light on this issue.” ■

#### LESSON LEARNED

Poverty is not constrained by geography, but in wealthier areas of the region, it can be invisible and therefore hard to address. In addition, poverty must be examined as a regional issue, rather than an issue confined to certain neighborhoods in and around the City of Pittsburgh.

CENTER FOR PHILANTHROPY MEETS MEDICAL ROBOTICS

# ENGINEERING A CURE

Medical researchers and donors come together to develop ways to fight a dreaded disease.

*By Cristina Rouvalis*

THE PITTSBURGH  
FOUNDATION'S  
CENTER FOR  
PHILANTHROPY

UPMC EYE & EAR  
INSTITUTE

PITTSBURGH  
COLLABORATIVE  
RESEARCH EDUCATION  
AND TECHNOLOGY  
ENHANCEMENT IN  
SURGERY (CREATES)

CARNEGIE MELLON  
UNIVERSITY

MEDROBOTICS

Assistant professor of otolaryngology at the University of Pittsburgh School of Medicine Dr. Umamaheswar Duvvuri calls flexible robotic system-aided procedures “the next revolution in surgical advancements.”

INSIDE A LAB AT THE UNIVERSITY OF PITTSBURGH MEDICAL CENTER'S Eye & Ear Institute in Oakland, Dr. Umamaheswar Duvvuri stands over a life-size medical manikin and inserts a long, thin rod into its mouth. He wiggles the flexible tube — a robotic arm — and then takes it out again. It's too wide to pass through the throat and down the esophagus, but that's not a problem. The trial-and-error process is part of fine-tuning the design.

As a surgeon, Duvvuri trusts one pair of tools more than any other — his hands. And yet, he is all too familiar with their limitations, which is why he is leading an initiative that will allow him to operate without touching his patients. It's all about robot technology, and the procedure he is developing promises a less invasive, more effective way to treat patients who have deadly esophageal cancer.

To aid this cutting-edge research, The Pittsburgh Foundation has given \$100,000, matched by another \$100,000 from the Foundation's Myers Family Foundation Fund (a donor-advised fund) to Pittsburgh Collaborative Research Education and Technology Enhancement in Surgery (CREATES).

The esophageal cancer project is one of many at the institute that focuses on research, training and innovation for developing minimally invasive, advanced surgical technologies.

When cancer strikes the esophagus — the muscular tube that runs from the mouth to the stomach — survival statistics are grim, and treatment options are limited. Using the conventional approach, surgeons cut into the chest cavity, avoiding the heart and other vital organs while removing the diseased segment of the esophagus. The patient is left with a shortened esophagus and a list of serious complications, ranging from salivary leaks and digestive issues to infections and loss of speech due to nerve damage.

“It's disruptive,” says Duvvuri. “It's sort of like digging up your whole backyard to fix a broken water pipe. Now, wouldn't it be neat if you could go through your faucet with a little camera and thread it backwards to get

to the busted pipe? That's the concept we're trying to put forward with flexible robots."

Duvvuri is using the Flex<sup>®</sup> Robotic System, developed by Carnegie Mellon University and its spinoff company, Medrobotics Corp. As an engineer, head-and-neck surgeon and medical director of Pittsburgh CREATES, he helped modify the Flex<sup>®</sup> robot for FDA-approved applications for surgeries on eyes, ears and nose. Now, he is working to modify the probe for a longer trip into the esophagus. In the operating room, Duvvuri often collaborates with surgeons who specialize in esophageal procedures, and for this new robotic frontier, he is working with a specialist, Dr. Inderpal Sarkaria, director of Robotics Thoracic Surgery at UPMC.

The Flex<sup>®</sup> robot is designed to be pliable yet rigid, making it ideal for this type of noninvasive surgery. "It's like a snake," says Sarkaria. "We hope these robots will enable us to do a better and more technically precise job and offer minimally invasive approaches to more patients."

The technology may completely change the way a surgeon goes about removing a tumor from the esophagus. Instead of standing over a patient and reaching into the chest cavity with their own hands, surgeons will stand away from the operating table and use a joystick on a console to control the movement of the probe. "You can open and close your fingers like a pincer and grab something and pull it up," says Duvvuri, demonstrating the process.

"Movements of the joystick can translate into precise movements of the instrument inside the body, but like driving a car, proficiency requires practice," says Max A. Fedor, executive director of Pittsburgh CREATES.

Dr. Eugene Myers, former chairman of the department of otolaryngology at the University of Pittsburgh School of Medicine and founder of the Myers Family Foundation Fund at The Pittsburgh Foundation, says that during his 40-year career, he has always searched for promising surgical innovations. Now, by teaming up with The Pittsburgh Foundation, he is helping to fund the next generation of technology. "We can do a lot with the Flex<sup>®</sup> robot as far as minimizing the extent of surgery procedures," says Myers, who also volunteers at Pittsburgh CREATES.

Once Duvvuri completes the next step in the process — working with a manufacturer to fine-tune the shape of the robotic arm so it reaches the esophagus — he will move on to testing the procedure on cadavers before seeking FDA approval.

Kelly Uranker, director of the Foundation's Center for Philanthropy, says the promising new surgical research fits with the Foundation's philosophy of funding innovations developed in the field. "Ideas can come from everywhere. It's not top down. Pittsburgh CREATES puts engineers and researchers together so that life-saving tools and techniques get to the market quicker."

In addition, working with industry leads to solutions that are cost-effective. As Fedor puts it, "While we are saving lives and reducing morbidity, we are also saving costs and time." ■

#### ◉ LESSON LEARNED

While the technologies are innovative and being developed and adapted, the main drawback is time. The process from the idea to applied reality can take many years. This innovate-as-you-go model expedites that process.



▶ The snake-like Flex<sup>®</sup> Robotic System provides surgeons with visualization and noninvasive, single-site access to hard-to-reach anatomical locations to shorten recovery times and reduce scarring and risk of infection.

**Ideas can come from everywhere. It's not top down. Pittsburgh CREATES puts engineers and researchers together so that life-saving tools and techniques get to the market quicker.**

**KELLY URANKER**  
Center for Philanthropy

## PHILANTHROPY MEETS ADVOCACY

# DRIVING POLICY CHANGE FOR SOCIAL GOOD

The Pittsburgh Foundation takes a stand on issues affecting the most vulnerable.

*By Ryan Rydzewski*

## LAWMAKERS

## ADVOCATES

## RESEARCHERS

NONPROFIT  
LEADERSFORMERLY  
INCARCERATED  
PEOPLE

WHEN THE PITTSBURGH FOUNDATION'S director of public policy and advocacy, Khalif Ali, first toured the Trade Institute of Pittsburgh in 2016, he remembers thinking it was “perfect.” Since its founding in 2009, the Institute had helped hundreds of men and women — the clear majority of whom had been incarcerated — land living-wage jobs. Its renowned 10-week training program not only taught construction and masonry skills, but also provided counselors, caseworkers and other supports for students. Its graduates took jobs paying \$15 an hour or more, transforming families and saving taxpayers more than \$10 million as recidivism rates plummeted.

The Institute was so successful, in fact, that it “almost seemed too perfect,” says Ali, jokingly.

But there was a catch: Many of the higher-paying, benefit-providing jobs that Institute students train for also require a driver's license. And in Pennsylvania, people who've been incarcerated can lose their licenses even for nonviolent, nondriving offenses. Steve Shelton, the Institute's founder and executive director, estimates that nearly 70 percent of his students come in with suspended licenses — an issue that affects their earning potential and threatens their self-sufficiency. Getting those licenses restored, he told Ali, could make the difference “between just scraping by and making a solid living.”

The story stuck with Ali and his Foundation colleagues. “Here were individuals transitioning out of the criminal justice system who wanted to change the circumstances of their lives,” he says. “We found it very disconcerting that people who've made that sort of commitment would be denied an opportunity to do better for themselves and their families.” Subsequent research and discussions led the Foundation to publicly support the legislative package that would repeal the state's automatic driver's license suspension for many nonvehicular offenses. The Foundation, along with a coalition of nonprofit organizations and orchestrated one-on-one meetings with legislators, supported a targeted social media campaign,

▲ A skyward look at the Pennsylvania State Capitol's 272-foot, 52 million-pound dome, inspired by Michelangelo's design for St. Peter's Basilica in Rome.







and participated in a press conference following a public hearing on the issue. The reform bill attracted rare bipartisan support and passed in this year's final legislative session, allowing Gov. Tom Wolf to sign it into law.

Suspension reform is just one of a wide range of policy issues that the Foundation has taken on as part of 100 Percent Pittsburgh, the four-year-old organizing principle designed to create new opportunities for residents left out of the revitalized economy. Often, creating those opportunities means awarding grants. But as Ali says, "the Foundation is about more than giving money—it's also about supporting the work of our grantees. And sometimes that means overcoming policy barriers that prevent them from achieving their goals."

Over the past few years, the Foundation's advocacy work has included protecting human-services funding during the state's annual budget battles; making the case through research for an increase in Pennsylvania's minimum wage (which, at just \$7.25 per hour, is lower than that of every neighboring state); championing paid sick days and paid family leave; and supporting affordable housing.

Though taking such stances may seem controversial in a politically charged environment, "the Foundation tries to comment from a community perspective, rather than one that's left or right, or conservative or liberal," says Maxwell King, the Foundation's president and CEO. "When the Foundation gets involved in something, it has to be consistent with our grant-making approach. The two main questions to ask are: Will this action make our funding more effective in the community? And, will it make life better for the people of Pittsburgh?"

**ABOVE** Khalif Ali, the Foundation's director of public policy and advocacy, is one of less than a dozen people to hold that position within a community foundation.

**RIGHT TOP** Construction worker Marcus Kelly is a success story of the Pittsburgh Trade Institute, where the Foundation learned of the hardships caused by driver's license suspensions for nondriving offenses.

**RIGHT BOTTOM** Union organizers, students and supporters of a \$15-an-hour wage march through Pittsburgh's Oakland neighborhood.

**The Foundation is about more than giving money—it's also about supporting the work of our grantees. And sometimes that means overcoming policy barriers that prevent them from achieving their goals.**



**KHALIF ALI**  
Director of Public Policy  
and Advocacy

PHOTO: KEITH SRAKOCIC/AP PHOTO

When the answers are "yes," advocacy can be a powerful way for the Foundation to exercise moral leadership and expend its reputational capital.

In recent years, the Foundation took on the issue of gerrymandering as part of its program agenda to encourage more vibrant democracy in the region. That work included commissioning extensive research, convening a range of public interest groups, and eventually submitting a friend of the court brief in a lawsuit filed by civic and good-government organizations. The state Supreme Court ruled in favor of the plaintiffs and used university-based experts to draw a new map of the voting district.

Later, in the aftermath of President Trump's comments about certain African countries during a meeting on immigration policy—comments that were widely condemned across the political spectrum as racist—the Pittsburgh Post-Gazette defended the remarks in an editorial published on the national Martin Luther King holiday. In response, King joined Grant Oliphant, president of The Heinz Endowments, in writing a counter-editorial that went viral and led to other protests. "Community foundations really only have value to the extent that they exercise community leadership," says Oliphant of the decision to partner with the Foundation. "That is their most important role."

King agrees. Whether the Foundation is dispatching Ali to Harrisburg or calling on lawmakers to protect crucial human-services funding, "at the end of the day, summoning some courage and advocating for the people who need us most—that's really our job," he says. "That's why we go out into neighborhoods and try to understand the needs of the people our grantees serve. Ultimately, they're the people we serve, too." ■



Students celebrate during the Pittsburgh Promise Signing Day for nearly 1,000 seniors.

**THE PITTSBURGH PROMISE**

The Pittsburgh Promise celebrated 10 years of providing post-secondary scholarships to 8,200 students in the Pittsburgh Public Schools system. On May 2, the organization hosted a signing day event at Soldiers & Sailors Memorial Hall in Oakland where 1,000 Pittsburgh Public Schools students celebrated their commitments to a post-secondary plan. The PNC Foundation announced a \$2.5 million contribution at that event, bringing the company's total support to \$3.8 million. The Promise launched the Preferred College Partners program, which calls for certain post-secondary institutions to provide additional financial aid and robust support services to scholarship recipients. The Alumni of the Promise graduates also founded an alumni network, which is enlisting recent beneficiaries to share their stories and demonstrate the value of the scholarship to potential donors.

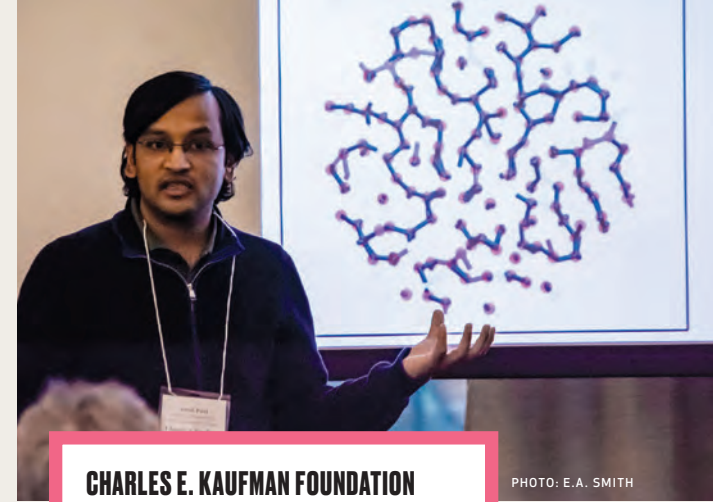


PHOTO: E.A. SMITH

**CHARLES E. KAUFMAN FOUNDATION**

In 2017, the Charles E. Kaufman Foundation fund awarded eight grants totaling \$1.8 million to Pennsylvania colleges and universities engaged in fundamental science research in the fields of biology, chemistry and physics, by way of innovative projects that cross interdisciplinary boundaries, leading to scientific breakthroughs. In 2018, the fund awarded an additional \$1.9 million, including \$100,000 for the newly created Integrated Research-Education Grant program, which places undergraduate students alongside innovative scientists in research projects.

2015 New Investigator Grantee, Dr. Amish Patel, addresses the 2018 Charles E. Kaufman Foundation symposium.

PHOTO: JOHN PEÑA

**LIFE SUPPORTS**

**THE FORBES FUNDS**

President and CEO Fred Brown, who began his term leading the organization in January 2018, has been charting an ambitious course to develop a community-based scorecard in partnership with the University of Pittsburgh. That, and a regional dashboard system, aim to improve grant-making effectiveness for funders and service delivery for nonprofits. The work, based in part on a 100-day listening tour of more than 300 individual meetings and group gatherings in the sector, is engaging funders, and nonprofit and community leaders on ways to better collaborate. Another goal of the initiative is to ensure that inclusion and equity keep pace with the innovation and growth agenda taking hold in the region. Brown says that the community response so far has spurred a review of Forbes Funds grant-making processes over the last decade to analyze their effectiveness and impact over time.

**A** S A FACILITATOR OF PHILANTHROPY in our region, donor-advised funds, The Pittsburgh Foundation is a powerful engine for improving quality of life in the region. It also fuels sub-engines — four operating supporting organizations. These work in specific areas to strengthen people and communities. Several of them model the Foundation by doing targeted grantmaking and providing expertise to nonprofit organizations.

Here are highlights from the past year of supporting organizations' projects that are connecting communities and individuals to important services and programs.



Larimer residents picked out quotes about their neighborhood, to be featured on a metal sign that will change every two weeks.

**NEIGHBORHOOD ALLIES**

Neighborhood Allies, as funder, consultant and lender, continues to make significant grants and loans that are transforming vulnerable neighborhoods. In 2017 and 2018, the organization made grants and loans of about \$5.2 million to transform neighborhoods across the city. Major initiatives include the launch of the Real Estate Co-Powerment Series, an educational platform that demystifies the real estate development process for neighbors and community organizations; funding and technical assistance for six temporary public art and placemaking projects that are harnessing creativity to help people reimagine their neighborhoods; and creation and leadership of the "All In Pittsburgh" equitable development initiative, which ensures that everyone — especially low-income residents, communities of color and immigrants — can participate in and benefit from the region's economic transformation.

Members of The Buncher Change Agents convening at The Pittsburgh Foundation in July for a session on human-centered design. From left to right: Kerri Clauser, Bible Center Church; Rev. Paul Abernathy, Focus North America; and Kelly Prothro and Ashley Corum, both of the Macedonia Family and the Community Enrichment Center. Human-centered design aims to develop solutions to issues, such as harassment, by involving people in every step of development.



INSPIRATION MEETS COOPERATION

# THE TRANSFORMERS

The Pittsburgh Foundation and the Jack Buncher Foundation team up to help nonprofits evolve.  
*By Christiana Dillard*

CENTER FOR  
PHILANTHROPY

JACK BUNCHER  
FOUNDATION

VETERANS  
BREAKFAST CLUB

VETERANS VOICES  
OF PITTSBURGH

LUMA INSTITUTE

PROGRAM TO AID  
CITIZEN ENTERPRISE

**TODD DEPASTINO BELIEVES THAT POWERFUL GROWTH BEGINS WITH CHANGE.** As founder and executive director of Veterans Breakfast Club, a nonprofit that enables local military veterans to share stories of their service, DePastino has been leading an ambitious expansion to include storytelling through digital media and podcasts. “Veterans organizations tend to be very closed; we aren’t that way,” he says. “We want to bring veterans to the public.”

But, in his nine years leading the organization, DePastino has seen the Breakfast Club try to adopt more technologically advanced platforms that outpaced the expertise of his largely volunteer staff. He realized that, despite successes with the veterans it served, the organization’s technology and training needed a major jump-start.

The Breakfast Club got that opportunity through the Buncher Change Agents Nonprofit Capacity-Building Initiative. As the newest program of the Center for Philanthropy at The Pittsburgh Foundation, it encourages nonprofits to use capacity-building strategies and problem solving to improve their ability to grow. The Change Agents initiative provides professional development that organizations would be hard-pressed to find and afford on their own. It also offers plenty of inspiration.

The initiative is a co-creation program with the Jack Buncher Foundation. As one of the few hubs of philanthropic best practice in the country, the Center for Philanthropy, through co-creation, offers donors the opportunity to collaborate directly with affected populations and the Foundation’s subject-matter experts to co-develop innovative programs that nonprofit organizations want and need. For Center Director Kelly Uranker, co-creation ensures that programs are keeping up with the day-to-day needs of the nonprofits they serve.

“Just as our donors depend on us to advise them of their best options for giving, we look to nonprofits for ideas about how to assist the community directly,” she says. “Co-creation allows for brainstorming and implementing truly transformative programs.”

For the Buncher Foundation, which has received hundreds of conventional grant proposals over the years, co-creation has presented a rare opportunity to fund projects that have the potential to create catalytic change. The Buncher Board committed \$200,000 to the Center to help nonprofits they fund become stronger and more agile.

“The Buncher Initiative was launched with The Pittsburgh Foundation so that small and mid-sized area nonprofits could receive the technical and managerial support they deserve but which, quite often, they cannot access,” says Karen Emmerich, Buncher’s grants manager. “One recurring problem is that a certain percentage of nonprofits were not communicating their missions or funding needs adequately and effectively. We designed the initiative to help organizations better determine and then strategically convey those needs.”

The pilot program focused on organizations primarily serving veterans, seniors and people with limited medical care.

Phase 1 of the initiative, June to December 2016, focused on strengthening administrative and marketing practices. The Program to Aid Citizen Enterprise (PACE), a regional organization that primarily assists nonprofits that serve socioeconomically disadvantaged communities, led these sessions. “We try our best to build honest and open relationships as early as orientation, so we can determine what an organization really needs to be successful,” says PACE Program Coordinator Hilary Ferencak.

With PACE’s guidance, leaders of the Veterans Breakfast Club and Veterans Voices of Pittsburgh, another organization in the cohort, decided that they could function more effectively by merging under the aegis of the Breakfast Club. “It wasn’t the money, it really wasn’t,” DePastino says. “It was the focus on what our organization needed. That really gave us a shot of confidence.”

In Phase 2 of the initiative, participants received training in human-centered design from the LUMA Institute. The two-and-a-half-day training in February 2017, along with subsequent check-ins, spiked creativity in goal setting. Human-centered design is an approach that teaches problem-solving methods. Techniques include persona profiles, which challenge people to imagine an ideal population to serve, and constituent mapping, where participants create a visual outline of their community partners. Change Agents used the methods to improve performance in key work areas such as governance, fundraising and public speaking. Each nonprofit also received up to \$10,000 to fund operational changes. “We’ve taken LUMA on as a verb,” says DePastino. “Let’s LUMA this, let’s LUMA that!”

**Just as our donors depend on us to advise them of their best options for giving, we look to nonprofits for ideas about how to assist the community directly. Co-creation allows for brainstorming and implementing truly transformative programs.**

**KELLY URANKER**  
*Center for Philanthropy*



Don Gimiliano, U.S. Army veteran, attends the Veterans Breakfast Club to share his story and spend time with fellow vets.



Founder of Veterans Breakfast Club, Todd DePastino, speaks with vets at one of the organization’s monthly events. VBC invites veterans to tell their stories to ensure their history will not be forgotten and aims to raise awareness of the veteran experience.

Buncher Foundation officers were so pleased with the first session that they’re funding Buncher 2.0, from July to December this year, with an additional \$200,000. Organizations with slightly larger operating budgets are also welcome to apply.

Participants, too, were energized by the experience and recommended compressing the program to six months and running the PACE and LUMA components concurrently for a more cohesive experience. DePastino is happy with the improvements and hopes that the Buncher 2.0 cohort gets as much out of the program as he did.

“It’s just so darn inspiring to be around people who do good work,” he says. ■

Mother Isamar holds baby Saniel, 9 months, as husband Samuel mixes cement at their makeshift home, under reconstruction after being mostly destroyed by Hurricane Maria.

COMMUNITY FOUNDATION NETWORK MEETS EMERGENCY NEED

# PLACE-BASED PHILANTHROPY IS NOT PLACE BOUND

When hurricanes struck Houston and Puerto Rico last year, Pittsburgh donors were philanthropic first responders.

*By Doug Root*

THE PITTSBURGH  
FOUNDATION

PUERTO RICO  
COMMUNITY  
FOUNDATION

GREATER HOUSTON  
COMMUNITY  
FOUNDATION

**INSTINCTIVELY, COMMUNITY FOUNDATIONS** are fiercely devoted to their local mandates. They are part of the regions they're chartered to serve, and the boundaries of geographic reach and mission are clearly marked.

But increasingly over the past decade, when a major disaster has struck the territory of one community foundation, others have responded as if they were located down the block. Donors have been primed, institutional funds have been activated and back-office staffs have sprung into action.

In 2017 and into the summer of this year, The Pittsburgh Foundation provided those services as it extended its boundaries thousands of miles southwest and across ocean waters to respond to hurricane disasters.

Last August, the Foundation managed an emergency fundraising effort for the Houston region in the wake of Hurricane Harvey, which caused an estimated 75 deaths and tied New Orleans' Katrina as the most damaging to a metropolitan area in the history of such record keeping.

The next month, the Foundation led a community giving campaign to respond to Maria, the second-deadliest hurricane in the modern history of the United States and its territories. That Category 5 storm ran directly over Puerto Rico on Sept. 20, causing several thousand deaths. Two weeks before that, Hurricane Irma, a Category 4 storm, skirted the island and knocked out the electrical grid. Disaster recovery experts estimate the total cost of recovery from both storms at \$140 billion.

Even before Maria had dissipated, the Foundation's systems and its family of donors were shifting into gear to respond. A total of \$177,500 went directly to the Puerto Rico Community Foundation, including \$50,000 each from the Foundation and The Heinz Endowments, another place-based philanthropy in the region. That seed funding led to another \$77,500 in public giving.

"Community foundations give to other community foundations because they know those organizations have the deepest connections in the territories

they serve,” says Pittsburgh Foundation President Maxwell King. “It’s about having high confidence that the money is going to be put to the best possible use.”

Even so, the largest community foundations in the country can’t respond to every natural disaster. For example, the Foundation did not do an organized response to hurricane disasters on the North Carolina coast or the Florida Panhandle. The bulk of recovery efforts must fall to the federal government. King says community foundation staffs can offer effective support with experience working with government agencies in setting up emergency relief funds and managing them. Also, foundation donors often have strong connections to a specific geographic area or group, where there may be funds already established for disaster relief.

At the Foundation, the Puerto Rico Community Recovery Fund has been a long-standing account, enabling the Foundation to provide aid quickly after natural disasters. It was reactivated after Irma.

Houston’s community foundation has so far raised more than \$114 million — \$238,533 of which came from the Foundation — for its Hurricane Harvey Relief Fund and directed nearly all the money in grants to nonprofits that are providing recovery services to an area with a population of about 3.2 million. In sharp contrast, the Puerto Rico Community Foundation, which serves about the same population across the entire island, has collected only about a third of that amount.

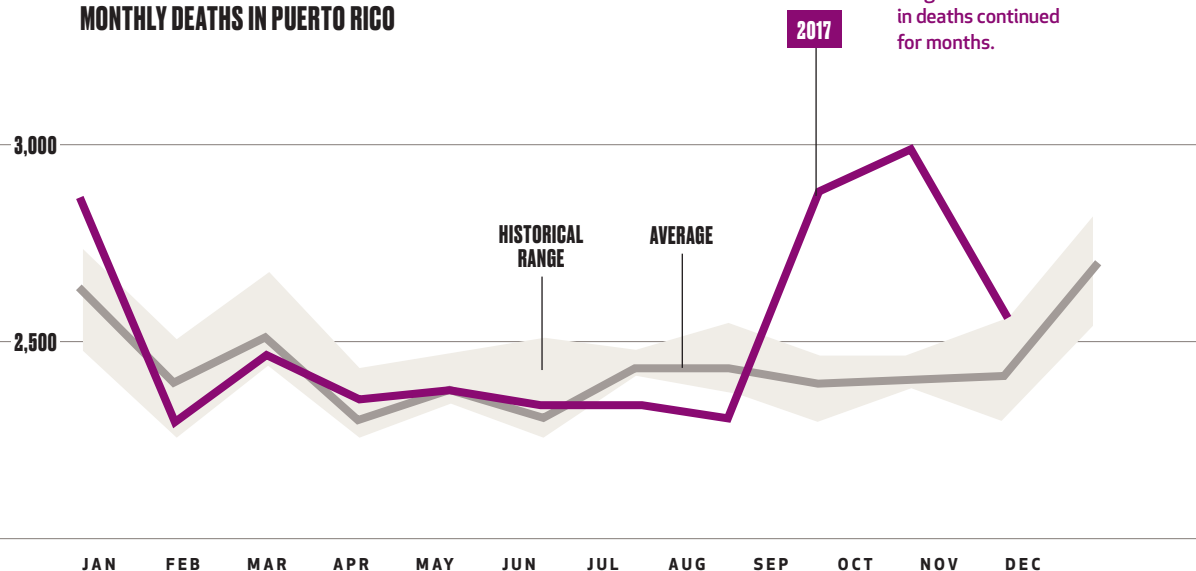
To raise the profile of Puerto Rico’s community foundation on the mainland, where news coverage of the disaster has been sparse, Pittsburgh is coordinating an effort among foundations in the contiguous states to contribute communications and promotional assistance.

At a March conference of CF United, an affinity organization of community foundation professionals in communications, development-donor services



While Hurricane Maria struck on Sept. 20, 2017, a significant increase in deaths continued for months.

### MONTHLY DEATHS IN PUERTO RICO



SOURCE: PENNSYLVANIA STATE UNIVERSITY

and grantmaking, Puerto Rico Community Foundation President Dr. Nelson I. Colón said the opportunity to connect with the community foundation network on the mainland has been, literally, a life-saver.

“Even before these terrible storms, Puerto Rico had a terrible inequity issue leading to very high rates of poverty,” Colón told conference participants. “Community foundations understand what is required to reach our most vulnerable residents in such an emergency.” Also, community foundations understand that recovery presents opportunities to rebuild better than before, he says. “Our intention is to do more than meet basic needs.”

His foundation has established the Gift of Light and Water campaigns with the mission of ensuring that every resident regardless of economic situation has access to power and clean water.

A top priority is to restore the network of 107 community health clinics on the island, many of which are the sole sources of health care for the most vulnerable residents in outlying communities. Since much of the island’s fragile electrical grid was upended by Maria, the goal is to provide alternative power sources, such as solar cells to ensure that emergency rooms and refrigeration units continue to operate in the aftermath of future storms. As of this fall, about 24 clinics had been connected to alternative power at an average cost of \$30,000.

“As philanthropic first responders, you are helping us connect with community first responders,” Colón said at the CF United conference. For The Pittsburgh Foundation and other place-based philanthropies, providing that service far beyond home territory honors the local mission. ■

Alma Morales Rosario’s home was destroyed by Hurricane Maria one year ago in the San Lorenzo neighborhood of Morovis, Puerto Rico. It is now in the process of being rebuilt.



▶ Celeste Scott's personal experiences with eviction fuel her work as an affordable housing organizer with Pittsburgh United.

HOUSING CRISIS MEETS HUMANITY

# EVICCTIONS NOTICED

The Foundation leads a regional initiative to reduce the numbers of people forced from their homes.

By Jason Vrabel

ALLEGHENY COUNTY  
DEPARTMENT OF  
HUMAN SERVICES

HOUSING ADVOCATES

COURTS

HOUSING  
AUTHORITIES

SERVICE PROVIDERS

COMMUNITY GROUPS

WHEREVER RENTAL HOUSING EXISTS, SO DOES THE THREAT OF EVICTION. From rent-subsidized public housing to top-market urban developments and massive suburban apartment complexes, residents are taken to court about 14,000 times each year in Allegheny County, representing a total of \$23 million in unpaid rent.

Who is being evicted, and by whom? What are the root causes? And what are the rippling effects on tenants, families and communities?

These are key questions that The Pittsburgh Foundation has been pursuing as part of a collaborative effort to understand the prevalence, location and impacts of evictions in the Pittsburgh region. Special attention is being given to those most at risk of falling into sustained homelessness, which can lead to a cascade of social, economic and emotional problems. The goal is to use the research to produce a report that will provide recommendations on alternatives to eviction actions.

In 2016, the Foundation sponsored a public lecture by author and urban sociologist Matthew Desmond on his groundbreaking book, *Evicted: Poverty and Profit in the American City*. Set against the national backdrop of a housing-cost crisis, Desmond's book focuses on Milwaukee to capture the complexity of the eviction problem.

That event spurred Jane Downing, the Foundation's senior program officer for Economic and Community Development, to reach out to magisterial courts, advocates for the homeless, affordable housing experts and others to form a task force to coordinate efforts and understand the effects of eviction.

"Reducing evictions is an urgent matter that needs collaborative, community-centered approaches, with input from tenants, landlords, the courts and other stakeholders," says Downing. It's an issue tailor-made for action under 100 Percent Pittsburgh, she says, referring to the organizing principle that commits the Foundation to providing access to opportunity for the 30 percent of residents shut out of the region's revitalized economy.

**The fear of eviction is so great. You want to fight it, but the power of landlords is so great that people just leave.**

**CELESTE SCOTT**  
Pittsburgh United

One outcome of this collaboration is an Allegheny County Department of Human Services analysis of court-centered eviction actions that shows that 75 percent of cases are filed in the private rental housing market. However, the Housing Authorities of the City of Pittsburgh and Allegheny County file more cases than any other property owner.

The evictions connected to these government agencies are especially important in the Foundation’s anti-homelessness effort because they deal with the region’s poorest tenants.

Task force researchers Michael Yonas, the Foundation’s senior program officer for Research and Special Initiatives, and Rachel Rue of the County Department of Human Services, separated public housing rents from all involved authorities into hundred-dollar increments. They found that tenants paying less than \$100 per month — meaning that they were among the most heavily subsidized according to income — were most likely to end up in court.

Most eviction-related cases are filed to force tenants to pay back rent, and of those, the majority are settled, and the tenants remain in their homes. Of the 1,227 cases filed by City Housing Authority officials in 2016, only 142 ended in actual evictions, according to Authority records. There is still a heavy toll for the other 1,085: Eviction filings are recorded on a tenant’s rental history, which landlords can use to deny future rental applications.

Downing sees the collaborative effort as essential to reducing filings and evictions. Just as important is understanding the situations of the people represented in the numbers. People like Celeste Scott.

Now an affordable housing organizer with Pittsburgh United, Scott has faced years of housing instability. When she left Pittsburgh for college in Maryland in 1993, the public housing complex where she had lived was permanently closed, displacing her mother, who then moved to Maryland to live with her daughter.

Then her mother, who had been paying part of the rent, died. Scott was working two jobs while going to school, but with funeral expenses and other financial obligations, she and her 3-year-old son ended up being evicted for past-due rent.

She returned to Pittsburgh and continued to work, but she and her son were displaced three more times — twice by eviction, and once because the rent for her Lawrenceville apartment nearly doubled. She went to court once to fight a filing, but she lost, as defendants in eviction cases do 85 percent of the time, according to Rue of the County Department of Human Services.

Scott says that even though she was attaining decent wages, “being a black woman raising a child and facing rising housing costs meant I still needed assistance. But you have to become homeless to get it because there is no coordination of services otherwise.”

Scott is not alone: Black women are evicted so much more frequently than other groups that in 2014 the MacArthur Foundation published a study called “Poor Black Women Are Evicted at Alarming Rates, Setting Off a Chain of Hardship.”

“The fear of eviction is so great,” Scott says. “You want to fight it, but the power of landlords is so great that people just leave.”

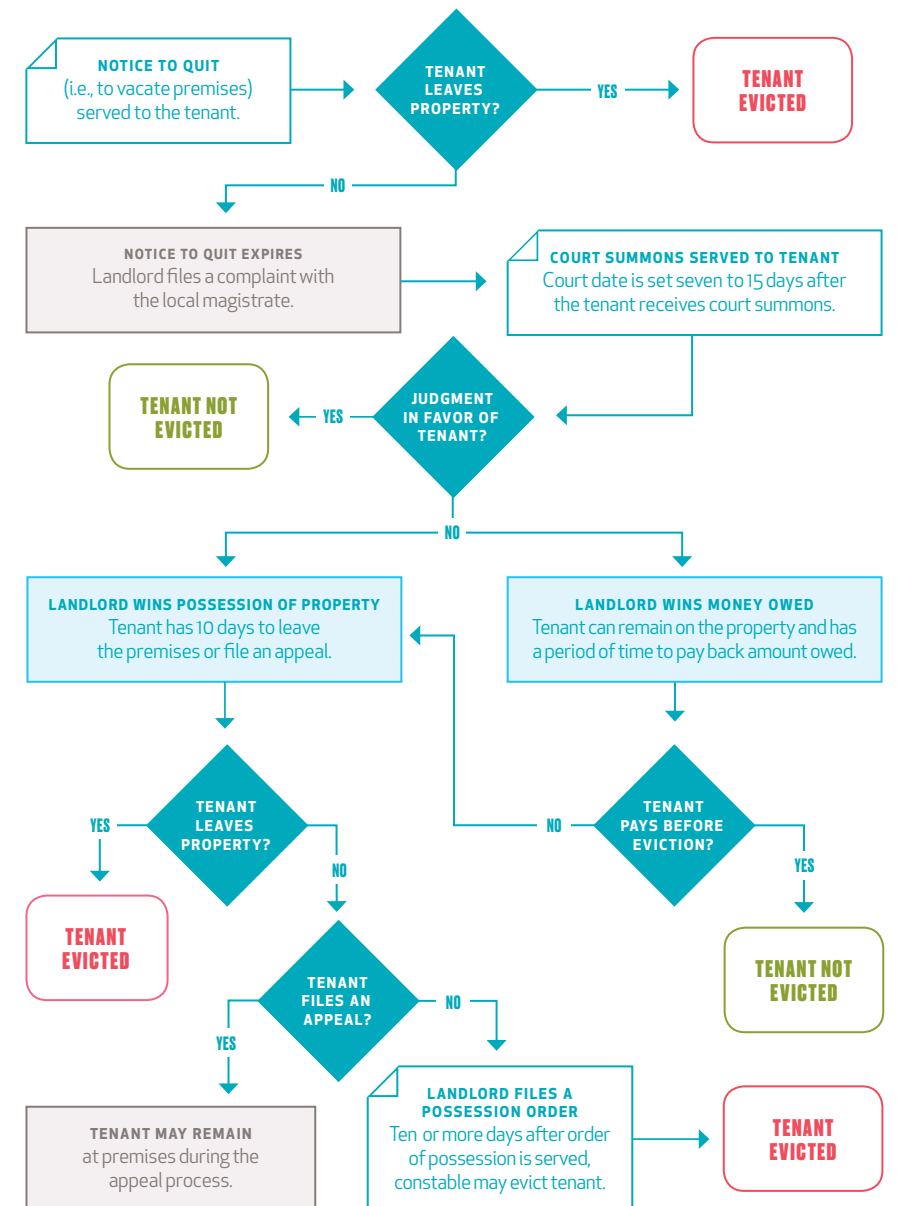
Community Human Services, one of the region’s leading housing stabilization, mental health and food assistance providers, helped Scott

enter the county’s rapid rehousing program, which offers financial help and other support services to get into housing quickly and stay there.

Downing and the task force want to see more people in similar situations find stable housing.

“Our long-standing commitment to fighting homelessness and housing insecurity has enabled The Pittsburgh Foundation to lead this effort,” Downing says. “But a meaningful change will only come from the strong partnerships we continue to build.” ■

**EVICTION PROCESS IN ALLEGHENY COUNTY**



SOURCE: NEIGHBORHOOD LEGAL SERVICES ASSOCIATION



2017

\$132,  
000,  
000

2016 \$43,100,000

2015 \$18,300,000

OUTSIZED INVESTMENT PERFORMANCE  
MEETS OUTSIZED LOCAL NEEDS

# SUPER MARKETS

2017 was  
a year of  
surprisingly  
strong  
investment  
returns.  
*By Jeff Frazer*

DOMESTIC  
AND FOREIGN  
MARKETS

DONORS

THE COMMUNITY

THE PITTSBURGH FOUNDATION SAW EARNINGS FROM ITS INVESTMENTS SOAR last year with a strategy that delivered remarkable returns from foreign and domestic equity markets, which outperformed expectations.

Foundation investments earned \$132 million, or 14.2 percent, in 2017. This is net contributions across all portfolios. In a typical year, earnings in the range of \$50 million to \$60 million would be expected.

Moreover, the Foundation significantly exceeded its annual earnings target, helping grow funds available for grants in a period when nonprofit funding needs have increased dramatically. The impressive returns also have given the investment portfolio greater stability in navigating market fluctuations.

“Where the market itself is represented on graphs as a lot of jagged peaks and valleys, we’re looking for a much more upward-sloping, rolling hill,” says Jonathan Brelsford, senior vice president of Finance and Investments. “Last year, the graph was a sharp line upward. We did very well.”

While those returns were dramatic, their impact on future grantmaking is less apparent. The Foundation’s grant-making dollars are based on a 36-month rolling average. Good years tend to even out years when earnings are less than stellar. Average earnings for 2013–2017, for example, rose above the Foundation’s annual return target, despite including one year when earnings fell well short. And 2017 earnings could help compensate for this year’s performance should equity markets continue their first-half struggle to do better than low, single-digit returns.

“What we don’t want is to have a significant downturn and see cuts in grantmaking like we did in 2008,” Brelsford says.

The Foundation started investing its own assets in 2009, when the Legacy Fund was created. The largest component—the Legacy Perpetual Fund—invests in assets, including public and private equities, bonds and hedge funds. Investments in fixed income and real assets, such as real estate, add some protection in down years in the equity market and against inflation.

Such an approach is necessary, Brelsford says, to reach a target return on investment of 5 percent, which is distributed in grantmaking, plus 2 to 2.5 percent to cover inflation. “Our target is pretty high. The only way we are going to get there is to invest in the components of growth.”

Less than 20 percent of the Legacy Perpetual Fund, for example, is invested in fixed-income assets, which traditionally could be expected to account for up to 35 percent of the portfolio. Nearly a decade of steadily falling interest rates contributed to the lower reliance on fixed income.

The strategy of investing more in equities also strays from tradition, placing a stronger emphasis on international markets than in previous years, particularly emerging markets, such as China and India.

The stars aligned in the equity markets last year in ways not often seen, as the anticipation of U.S. corporate tax cuts and strong growth in emerging markets threw an already unprecedented bull market into high gear. Domestic equity performed extremely well with returns greater than 20 percent. Emerging markets did better, posting returns of more than 30 percent.

The Legacy Perpetual Fund’s diversified strategies asset allocation, with its utilization of more market-neutral or idiosyncratic strategies, also performed well. That part of the portfolio, which has the flexibility to trade both long and short, seeks lower volatility than equities and higher returns than fixed income. Even the Foundation’s mix of fixed-income investments turned out to be less of a drag on earnings than would be expected in an overheated equity market.

The overall success of the investment strategy last year, Brelsford says, “was driven by our exposure to public equity. But I’d say it was everything working the way it should.”

By year’s end, the Foundation had well over one billion dollars, which included the Legacy Perpetual Fund, Legacy Intermediate Fund and Legacy Grantmaking Fund, which are managed internally, as well as the assets of trusts and donor-advised funds managed by others.

Donors can expect the Foundation to adhere to its fundamental strategy of taking a long view of the markets, trying to reduce investment expenses and focusing on the search for growth, wherever it might be found. The Foundation, for example, is expanding investment in private equity and remains committed to investing in emerging markets, where an increase in the number of consumers with more money to spend raises the potential for growth.

What donors shouldn’t expect, says Brelsford, is for the Foundation to attempt to time the market in hopes of engineering remarkable returns. He is the first to report that he didn’t see the 2017 earnings spike coming. “We don’t spend a lot of time trying to predict what the coming year will be like. The discipline we bring is one that is long-term focused. Years like last year are fantastic. But we’re not making radical changes to the exposure we have in domestic or international equity or emerging markets on a year-to-year basis.” ■

#### ⊕ LESSON LEARNED

It’s unrealistic to expect 2017 returns annually. Instead the focus should be on steady growth leading to a consistent grant-making pool.



**We don’t spend a lot of time trying to predict what the coming year will be like. The discipline we bring is one that is long-term focused.**

**JONATHAN BRELSFORD**  
Senior Vice President  
of Finance and Investments

2017

# THE NUMBERS

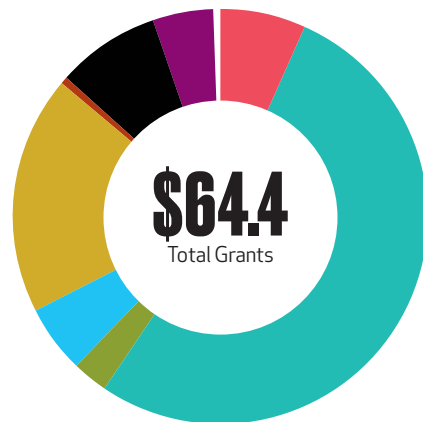
The Pittsburgh Foundation's power to do great things during the past year is reflected in the numbers. Offered here are some views of the Foundation's growth, its grant-making energy and its financial history.

For more financial information, visit [pittsburghfoundation.org/financials](http://pittsburghfoundation.org/financials)

## SUMMARY OF GRANTS BY CATEGORY

DOLLARS (IN MILLIONS)

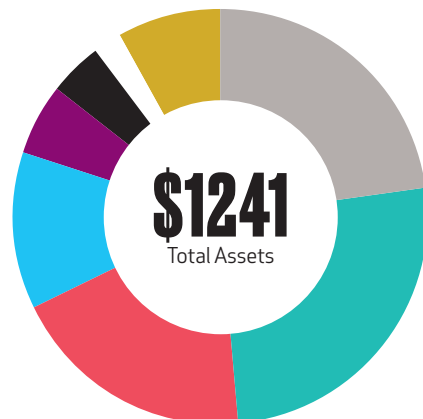
Arts, Culture and Humanities	\$4.4
Education	\$34.1
Environment and Animals	\$1.7
Health	\$3.5
Human Services	\$11.9
International and Foreign Affairs	\$0.4
Public and Social Benefit	\$5.2
Religion Related	\$3.0
Other	\$0.3



## FUND ASSETS BY TYPE

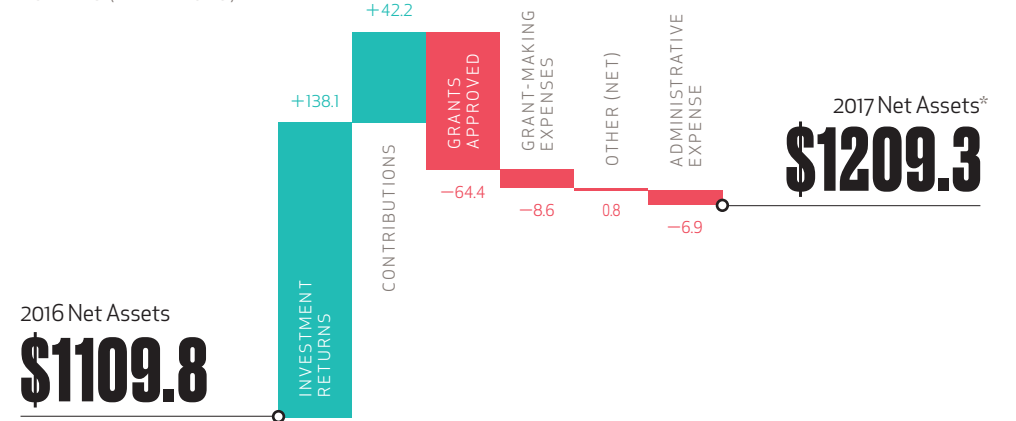
DOLLARS (IN MILLIONS)

Advised	\$323
Controlled Supporting Organizations	\$99
Designated	\$238
Field of Interest	\$150
Medical Research	\$28
Scholarship	\$70
Special Purpose	\$51
Unrestricted	\$283



## NET ASSET BRIDGE

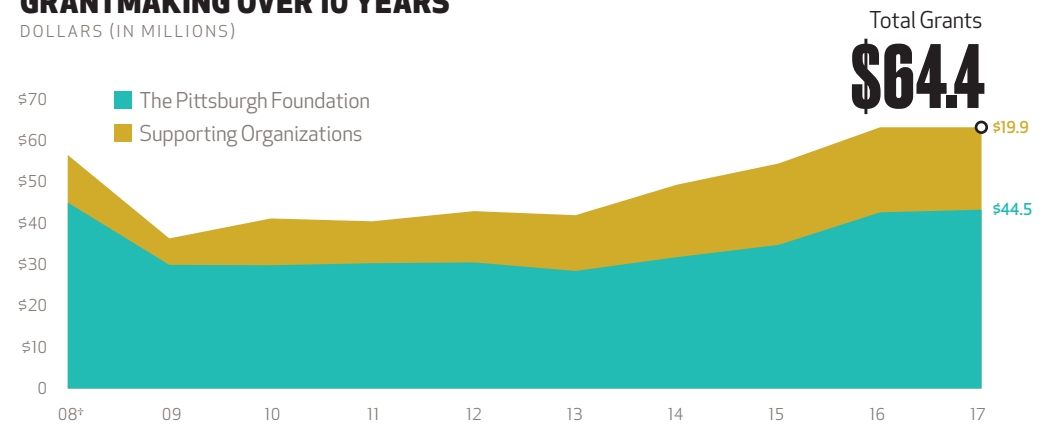
DOLLARS (IN MILLIONS)



\*Assets net of grants payable, fiscal agent funds and other liabilities totaling \$32.1 million.

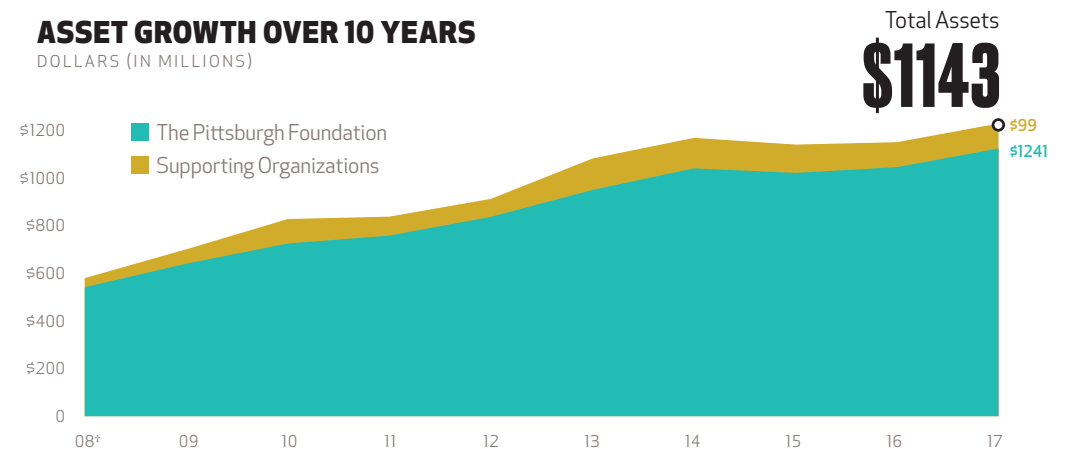
## GRANTMAKING OVER 10 YEARS

DOLLARS (IN MILLIONS)



## ASSET GROWTH OVER 10 YEARS

DOLLARS (IN MILLIONS)



\* In 2008, The Pittsburgh Foundation made a conscious effort to combat the financial struggles in our community with an increase in grants despite a dip in our assets.

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The Board of Directors of The Pittsburgh Foundation comprises outstanding leaders from all sectors of the community. The commitment, generosity and experience of our Board greatly enhance the mission and success of The Pittsburgh Foundation.

Biographies of all Board members and Directors Emeriti are available on the Foundation's website at [pittsburghfoundation.org/bod-current](http://pittsburghfoundation.org/bod-current)



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