



Richard  
King  
Mellon  
Foundation

# TRANSITIONS

2019  
Annual  
Report

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# Richard King Mellon



Richard King Mellon was born in Pittsburgh, Pennsylvania, on June 19, 1899, the son of Richard Beatty Mellon and Jennie King Mellon. Mr. Mellon served his country in both World Wars and in peacetime, attaining the rank of Lieutenant General, United States Army Reserve, and receiving the Distinguished Service Medal.

1899–  
1970

Mr. Mellon was the dominant figure in the financial, industrial, and civic life of his community for many years. He was president of Mellon National Bank and, for 20 years, chairman of the board of Mellon National Bank and Trust Company; as a director, he aided the growth of many of the nation's leading enterprises, particularly Gulf Oil Corporation and Aluminum Company of America. Mr. Mellon, president and governor of T. Mellon and Sons, inspired and led the rebirth of a great American city. His creative energies forged the Pittsburgh Renaissance, a nationally recognized architectural, civic, social, and educational venture.

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Serving his country during World War II, Richard K. Mellon received the Distinguished Service Medal. He eventually attained the rank of Lieutenant General, United States Army Reserve.

In 1936, Mr. Mellon married the former Constance Mary Prosser, who served as chairman of the Board of Trustees of the Richard King Mellon Foundation from its inception in 1947 until her death in 1980. A renowned sportsman, Mr. Mellon generously endeavored to preserve the quality of the natural environment and to protect its wildlife. Mr. Mellon died on June 3, 1970.

# CHAIRMAN'S LETTER

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In 2019, the trustees of the Richard King Mellon Foundation approved 172 grants totaling \$129,136,578. Nearly \$47 million of this funding—more than 36 percent—was earmarked for capital support, while \$39 million in program support accounted for slightly more than 30 percent of the Foundation's funding. The balance of the Foundation's 2019 giving included land acquisition (19.9 percent), operating support (11.3 percent), and capacity building (2.1 percent).

**Overall, this was a year of transition—for the Foundation, our grantees, and Pittsburgh and the surrounding communities.**

■ In addition to our own leadership transition, detailed later in this letter, in 2019, the Foundation began to craft its strategic plan for the new decade, ensuring our work will continue to be rooted in our family's values and commitment to improve the quality of life for residents of southwestern Pennsylvania and, through our conservation work, citizens in all 50 states. At the same time, many grantee organizations are retiring outdated business models in favor of newer, more flexible strategies, while others have welcomed new leaders—all while Pittsburgh continues its remarkable evolution from a declining industrial city to a vibrant, thriving urban center, noted for its leadership in robotics, medicine, and digital innovation, as well as a hub for the arts and culture.

Thirty-three conservation grants totaling \$34,613,000 were awarded to an array of organizations in 2019. Approximately 75 percent of this funding, \$26,170,000, is supporting land acquisition, including a \$15 million grant to The Conservation Fund, which will help protect the Three Rivers Forest, which includes approximately 51,300 acres of exceptional northern hardwood timberland and is believed to be the largest unprotected forest owned in New York State. The balance of the Foundation's conservation grants awarded in 2019 are supporting education and promotion; watershed restoration; wildlife and habitat protection; general conservation; and 11 landscapes deemed as priorities by the Foundation's leaders.

In the realm of education, the Foundation awarded 24 grants whose total was \$17,238,000, nearly two-thirds of which supported higher education initiatives, while the balance funded grants to elementary and secondary schools, as well as to community-based organizations. Multiple grants totaling \$8.8 million were awarded to the University of Pittsburgh, including \$6 million to recruit faculty to launch the Pittsburgh Vision Institute's Cortical Vision Program. This initiative will seek to address blindness associated with ocular trauma, glaucoma, diabetes, tumors, or optic neuropathies, ultimately establishing Pittsburgh as a global leader in treating individuals who are visually impaired.

# Indeed, the rebirth of Pittsburgh, which began seven decades ago this year, was detailed in a Time magazine article published on October 3, 1949.

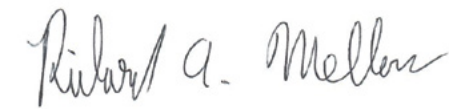
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In 2019, the Foundation awarded 49 grants, totaling \$33,097,500 to human services organizations to address such needs as food insecurity, housing, violence, workforce development, and community health, including the opioid crisis. More than one-third of this funding is supporting ongoing, multi-year efforts to decrease infant mortality in the region and includes three separate grants totaling more than \$8.4 million to Magee-Womens Research Institute, the first and currently the largest U.S. research institute focused on women's health and reproductive biology. Working collaboratively with other institutions, including UPMC Magee-Womens Hospital, Children's Hospital of Philadelphia, the RAND Corporation, Stanford University, and University of Pennsylvania, among others, the primary expected outcome is reduced infant mortality, particularly in neighborhoods where current rates are about 20 deaths per 1,000, which is well above the national average of six per 1,000, and closer to tragic rates found in the developing world.

The Foundation awarded 66 grants totaling \$44,188,078 in support of regional economic development in 2019. More than \$12 million will support community infrastructure, while nearly \$8 million will be devoted to arts and culture in the city's cultural district. Three separate Foundation grants totaling \$5.35 million will help the Pittsburgh Symphony Orchestra build upon its momentum in recent years by allowing it to fund its pension obligations; remodel rooms that contribute to earned income; and make the first capital improvements to Heinz Hall since 1995, which will include replacing all seating, installing wheelchair accessible entry points; and renovating the maestro's suite, which hasn't been updated since 1971. Funding community development in the downtown area, in specific neighborhoods, and in rural locations, as well as supporting innovation and manufacturing initiatives, start-ups, and incubator projects are other areas of focus for the Foundation's array of regional economic development grants.

Coming on the heels of last year's leadership transition from Scott Izzo to Sam Reiman as director of the Foundation, 2019 brought another moment of transition. Seward Prosser Mellon, the Foundation's board chairman and CEO, stepped down in June, after nearly four decades of service. As he noted at the time, he was privileged to carry on the mission that his parents established for the Foundation, and conscious of how the Foundation has helped transform the region to one that is recognized nationally as a success story on how to reinvent America's post-industrial cities. Indeed, the rebirth of Pittsburgh, which began seven decades ago this year, was detailed in a Time magazine article published on October 3, 1949. Spearheaded by R.K. Mellon—whose photo adorned the magazine's cover that week—and his strong sense of duty to his family and his city, it continues unabated to this day.

Representing the next generation in the Foundation's leadership, I am proud and honored to serve in this new role, and—just as my grandfather intended and as our trustees and staff have guided us to do over the years—I will devote my endeavors to improving the quality of life for people here in western Pennsylvania and across this nation.



Richard A. Mellon  
CHAIRMAN AND CEO

# P.S.

**ALTHOUGH THE COVID-19 PANDEMIC** didn't begin until 2020, the nationwide shutdown it caused affected every facet of the Foundation's work for many months—including the time of our audit, as well as the design, production, and printing of this annual report. The content contained herein reflects our grantmaking activities in 2019, prior to the pandemic. However, the report itself is significantly scaled-back in comparison to annual reports produced in the past—primarily because, throughout the shutdown, our team could not capture appropriate photographs to complement the stories told in these pages.



# CONSERVATION

## PRESERVING LAND, WATER, ANIMALS, AND ECONOMIES

In 2019, the Foundation awarded 33 conservation grants totaling \$34,613,000. More than \$26 million—approximately three quarters of this funding—is supporting land acquisition. The balance of the Foundation’s conservation grants awarded during the year are earmarked for education and promotion; watershed restoration; wildlife and habitat protection; general conservation; and preservation of 11 landscapes deemed to be priorities by the Foundation’s leaders.

### THE CONSERVATION FUND

## Protecting Forestlands Throughout the Country

**Founded more than 30 years ago**, The Conservation Fund (TCF) has grown into the nation’s premier land protection organization, working efficiently and effectively with partners to protect a total of eight million acres that includes wildlife habitat, working forests, farms, parks, battlefields, and other historic sites in all 50 states. TCF’s partnership with the Foundation has conserved more than 3.4 million acres worth \$745 million—a magnificent land legacy for all Americans. The Foundation’s current work with TCF focuses on America’s top land conservation challenge: the loss of the nation’s working forests through fragmentation and development.

New York’s Adirondack region, with the Adirondack Park at its heart, features one of the largest intact temperate forests in the world, a distinct ecosystem with a remarkable diversity of flora and fauna. The Foundation has worked with TCF for more than 20 years to protect key parcels in the park, primarily and in recent years using working forest easements that protect the ecological value of the property, open the land for public access, keep the land on the tax rolls, and maintain a working forest for the local economy. Recently, the Foundation has supported TCF projects with program-related investments that allow the dollars to return for future redeployment.

A Foundation investment of \$15 million will help TCF fill in large missing patches in a tapestry of state land and existing

working forest conservation easements that now will include the Three Rivers Forest—roughly 51,300 acres of exceptional northern hardwood timberland believed to be the largest unconserved forest in New York State. The land parcel is adjacent to the 139,000-acre former Champion Paper Company lands conserved by TCF with Foundation support in 1999 and encompasses the major unconserved forests at the headwaters of three major rivers that flow north to the St. Lawrence Seaway—the Raquette, Oswegatchie, and Grasse. Protecting these headwater forests is critical to the water quality of the rivers. As part of the effort, TCF is committed to supporting sustainable economic development, including timber and ecotourism, in this distressed region of the state.

Also in 2019, the Foundation awarded a \$2 million program-related investment to TCF’s Working Forest Fund (WFF), which will enable the organization to purchase 10,366 acres of forest land in three tracts: one each in Haralson and Polk counties in Georgia and one in Cleburne County in Alabama.

Known as the Stateline tract, the forestland is located in the “Dugdown Corridor,” a distinctive ridgeline that stretches from the Paulding-Sheffield Wildlife Management Area on the east to the Talladega National Forest to the west in Alabama. The ridgeline is an important area to various conservation organizations and one that the State Wildlife Action Plans has identified as the highest

priority for the protection of many rare plants, bats, birds, and threatened aquatic species. Among them are the fine-lined pocketbook mussel and the lipstick darter found in Georgia's Tallapoosa River and Terrapin Creek in Alabama. The tracts contain nearly 45 miles of streams, so their acquisition will not only protect the streams' water quality and quantity, but TCF and its partners also will work to restore long-leaf pine on the site and provide public access to the land.

In another WFF project this year, this one in southern Virginia, the Foundation awarded an \$8 million program-related investment to TCF to acquire 7,800 acres of working timberland owned and sustainably managed by the third generation of the family of Thomas Stanley, a governor of the state in the 1950s and founder of Stanley Furniture. Although the family has moved from

Virginia, they wish the land to be sustainably maintained and open to the public for recreation.

A 900-acre wetland on the property provides habitat for endangered bats, and more than five miles of streams support the Carolina darter, a state-threatened species. The land lies upstream from the Kerr Reservoir, a major recreational resource and source of drinking water for nearby communities. TCF plans to sell nearly 5,000 acres to the state as a new state forest and to protect the remaining acreage with a conservation easement, keeping all 7,800 acres as working forestland open to the public for hiking, birding, angling, and hunting. This strategy will support the local timber economy, provide ecotourism opportunities, and preserve critical wildlife habitat.

## Partnering for the Future

### NATIONAL FISH AND WILDLIFE FOUNDATION

**Created by Congress in 1984**, the National Fish and Wildlife Foundation (NFWF) works within the public and private sectors to protect and restore the nation's fish, wildlife, plants, and habitats. It matches public conservation dollars with private funds and applies them to the most pressing environmental needs. NFWF supports conservation efforts in all 50 states, using the best science to get results and investing in on-the-ground projects that show clear metrics for success.

The desire for measurable outcomes aligns with the Foundation's grant-making approach, and the two foundations have collaborated on stream assessments in Pennsylvania and developed a habitat protection strategy for 11 focal geographies in western Pennsylvania. Five years ago, the

partnership resulted in a clear set of ecological metrics that are now part of the Foundation's conservation priorities. Through investments in NFWF and grants to some of the Foundation's other traditional conservation partners, many of the environmental metrics detailed in the initial plan have been met or exceeded.

A \$99,000 grant from the Foundation to NFWF in 2019 is supporting updates to the conservation investment plan that reflect new habitat and species data. The work to re-evaluate target species and landscapes aligns with the Foundation's current strategic planning effort, providing a framework for cost-effective investments to protect and restore western Pennsylvania forest and freshwater habitats in the coming decade.

### SUSQUEHANNA UNIVERSITY

## Monitoring the Watershed and Offering Student Opportunities

**Susquehanna University (SU)**, founded in 1858, is a residential, liberal arts college that offers its 2,300 undergraduate students an education that integrates the liberal arts with professional and career preparation. Located on a 325-acre campus in Selinsgrove, Pennsylvania, SU enrolls academically talented young people from a wide range of backgrounds. Approximately 35 percent of students are first generation college students, and 20 percent of the most recent incoming class identify as African-American, Hispanic, or other traditionally underrepresented U.S. minorities.

Among its many stellar programs, SU's earth, environmental science, and biology programs link geology, hydrology, and ecology—and get students knee-deep in the Susquehanna River as part of the university's Freshwater Research Institute (FRI), created in 2014 with Foundation support. With that grant, SU repurposed much of a former dairy barn into labs, classrooms, and meeting areas. It also established a cooperative research program with 10 other colleges, universities, and nonprofit groups with which the university not only engages in ecological research and restoration, but also attracts significant funding from other sources for water-based research.

A \$950,000 Foundation grant awarded in 2019 is enabling SU to 1) expand collaborative research and monitoring of watershed health in the Susquehanna River and the Foundation's focal geographies of the Moshannon and Bald Eagle watersheds. These research and monitoring efforts inform policymakers, academics, advocates, and the public about the current state of stream health and the efficacy of restoration practices; 2) increase student experiences by offering access to high-quality education, research projects (that include grants and stipends), and hands-on skills training to high-need, high-achieving students who might not otherwise have these opportunities. All facets of the FRI program aim to train and inspire the next generation of scientists and conservationists, as well as increase diversity within the ecology and environmental science fields; and 3) offer broad outreach about the importance of healthy riparian habitats to elementary and high school students, regional farmers, and the general public. SU also is using the Foundation funding to complete renovation of the former dairy barn, adding more labs, office space, and meeting areas for its staff, students, and nonprofit partners.

### DR. JONATHAN D. GREEN

**A** prolific, award-winning musician, composer, and conductor, as well as a distinguished scholar and college administrator, Dr. Jonathan D. Green is the 15th president of Susquehanna University in Selinsgrove, Pennsylvania, a post he has held since 2017. He previously was provost and dean of the faculty at Illinois Wesleyan University in Bloomington, Illinois, and, before that, dean of the college and vice president for academic affairs at Sweet Briar College in Sweet Briar, Virginia.

In her role as search committee chair, Signe Gates noted at the time Green was appointed to the presidency, "Jonathan demonstrated an in-depth knowledge, appreciation, and genuine love of student-centered, liberal arts education, as delivered by schools like Susquehanna..." Upon receiving the Foundation's grant in support of the Freshwater Research Institute this year, Green commented, "We are educating students to become the next generation of leaders in an increasingly interdependent and complex world. Universities play a pivotal role in raising environmental consciousness, [and] this grant allows us to build upon our previous successes as we work to ensure the good health of the Susquehanna River and its tributaries."

Green earned a bachelor's degree from the Fredonia School of Music, a master's degree from the University of Massachusetts, and a doctorate from the University of North Carolina at Greensboro.



## Supporting a Unique Entity

ROLLING PLAINS  
QUAIL RESEARCH  
FOUNDATION

**Created in 2006** with support from the Foundation, the Rolling Plains Quail Research Foundation (RPQRF) is one of the nation's leading organizations devoted to researching bobwhite quail and the world's only conservation group with its own property dedicated exclusively to understanding quail through science. Located in Roby, Texas, RPQRF is well positioned in the Lonestar State, which contains the largest remaining expanses of quail habitat in North America.

Dr. Dale Rollins, a nationally known avian expert, has served as executive director since RPQRF's founding and leads a staff that works year-round to develop best practices

for quail management, as well as traps and studies as many as 5,000 quail annually, using the latest technologies to count and track the bird's populations. The group also underwrites research on 100,000 acres across Texas and Oklahoma, working with landowners to increase quail populations, which has widespread, positive effects on scores of other native wildlife populations, including grassland birds, reptiles, amphibians, and other species. A Foundation grant of \$1 million will help RPQRF meet a \$2.5 million challenge grant that will build its endowment and fund future operations of this unique research entity.

U.S.  
ENDOWMENT FOR  
FORESTRY AND  
COMMUNITIES

## Preserving Forests and Rural Economies

**Founded a dozen years ago**, the U.S. Endowment for Forestry and Communities (USE) focuses on invigorating forested rural communities by restoring and retaining healthy forests, promoting and capturing multiple value chains to enhance local economies, and building community capacity and leadership.

USE works with Quantified Ventures (QV), a Washington, D.C., boutique consulting firm that specializes in impact investing. With other clients, QV has structured a series of impact bonds to underwrite the implementation of green infrastructure to address storm water flows in Baltimore, Atlanta, and other areas. It also is assisting a corporation in promoting best management practices on farms and creating a fund to

use an Airbnb tax to support bonds for new mountain bike trails in Ohio's Wayne National Forest.

Using a \$450,000 grant from the Foundation, USE will engage QV to evaluate the feasibility of applying similar impact investment strategies to the priority landscapes in Pennsylvania and other states that the trustees have protected throughout the last decade. QV also will structure new finance mechanisms for the lands and solicit other funders to assist with implementing project costs. Such efforts will support public access, tourism, sustainable timbering, and rural economic development—all of which align well with the Foundation's conservation and rural economic development tactics and will help shape its 2020 strategic plan.

## North America's bird populations have declined by more than a billion birds—more than a third—over the past 50 years.

WILLISTOWN  
CONSERVATION  
TRUST, INC.

## Tracking Birds to Save Them and Their Habitats

**Willistown Conservation Trust (WCT)** preserves and manages the open land and rural character, as well as the scenic, recreational, historic, agricultural, and natural resources of the Willistown, Pennsylvania, area. It shares these unique resources with individuals of all ages and backgrounds to inspire, educate, and help them develop a lifelong commitment to the land and the natural world. The group also oversees a nationally recognized bird conservation program that includes bird-banding, monitoring, and habitat restoration.

In early October, Science magazine reported widespread population declines of birds during the past half-century, resulting in the cumulative loss of billions of breeding birds across a wide range of species—rare, threatened, and common—and habitats. Such a decline affects ecosystem integrity, conservation of wildlife more broadly, and policies associated with protection of birds and the native ecosystems on which they depend.

To better track bird migrations and populations, WCT helped create the Motus (Latin for “movement”) network, an international collaboration among hundreds of researchers in the U.S., Canada, and beyond in which scientists deploy tiny radio transmitters known as nanotags that are tracked across the landscape by automated receiver towers with directional antennas. Motus enables researchers to track songbirds, shorebirds, bats, and even monarch butterflies and dragonflies, all of which are too small for standard satellite telemetry. This technology is rapidly opening a window into the lives and travels of these animals and providing critical information to help preserve them.

Two years ago, the Foundation awarded a grant to WCT to expand the Motus network by adding 12 towers in western Pennsylvania. In 2019, a second grant of \$150,000 will aid WCT in developing and implementing a strategic plan for expansion and maintenance of the Motus network, including a coordinator to implement the plan.



**\$34,613,000**

GRANTS & PRIs APPROVED

**33**

TOTAL GRANTS & PRIs

**27%**

of Total Grants & PRIs

# Grant and Program Related Investment Summary

**Allegheny County Parks Foundation**  
PITTSBURGH, PA  
\$325,000 toward two-year support to add capacity for individual fundraising, project management, and communications; continue the Allegheny Green Web project; and restore a historic water feature in South Park

**American Rivers, Inc.**  
WASHINGTON, DC  
\$450,000 toward two-year support to update datasets, monitor impacts, and reconnect 71 miles of aquatic habitat in the Foundation's focal geographies

**The Conservation Fund**  
ARLINGTON, VA  
\$8,000,000 as a program-related investment to acquire property in Charlotte and Nottoway counties, Virginia

**The Conservation Fund**  
ARLINGTON, VA  
\$15,000,000 as a program-related investment to acquire property in Adirondack Park, New York

**The Conservation Fund**  
ARLINGTON, VA  
\$2,000,000 as a program-related investment to acquire property in the Jamestown-Stateline Forest, located at the Georgia/Alabama state line

**Construction Junction**  
PITTSBURGH, PA  
\$4,000 to provide scholarships for the national Deconstruction and Reuse Conference held in Pittsburgh in October 2019

**Delta Waterfowl Foundation**  
BISMARCK, ND  
\$50,000 to hire a manager for the Waterfowl Hunter Recruitment, Retention, and Reactivation Program

**Foundation for Pennsylvania Watersheds**  
ALEXANDRIA, PA  
\$485,000 to provide strategic investments in water-quality improvement throughout the 11 priority landscapes in western Pennsylvania

**Foundation for Sustainable Forests**  
SPARTANSBURG, PA  
\$22,000 toward strategic planning with a focus on a business model

**Girl Scouts Western Pennsylvania**  
PITTSBURGH, PA  
\$845,000 toward a partnership with Student Conservation Association to expand resources to get Girl Scouts outdoors (\$645,000), and conduct a program impact assessment with the University of Washington (\$200,000)

**Grow Pittsburgh**  
PITTSBURGH, PA  
\$160,000 to execute a multi-year strategic plan, pilot a produce-retail project in Homewood, and continue the Learning Garden Program

**The Headwaters Charitable Trust**  
CURWENSVILLE, PA  
\$244,000 to address safety improvements for 11 state highway crossings along the Knox Kane rail trail

**KEEA Energy Education Fund**  
PHILADELPHIA, PA  
\$25,000 toward a new energy efficiency finance program for commercial building owners and farmers in Allegheny, Westmoreland, and other western Pennsylvania counties

**Mountain Watershed Association, Inc.**  
MELCROFT, PA  
\$295,000 toward two-year support of operations, restoration of Indian Creek and Jacobs Creek watersheds, and strategic and succession planning

**National Fish and Wildlife Foundation**  
WASHINGTON, DC  
\$99,000 to update the conservation investment plan to guide strategic, cost-effective investments in the protection and restoration of western Pennsylvania forest and freshwater habitats

**National Park Foundation**  
WASHINGTON, DC  
\$50,000 toward two-year support to acquire a historically significant property that expands the Allegheny Portage Railroad National Historic Site

**Nine Mile Run Watershed Association, Inc.**  
PITTSBURGH, PA  
\$375,000 toward two-year support to advance sustainable stormwater management and strategic planning

**Pittsburgh Community Broadcasting Corporation**  
PITTSBURGH, PA  
\$65,000 toward Allegheny Front's production of a radio series covering issues regarding native species, habitat, restoration, and conservation in western Pennsylvania

**Pittsburgh Parks Conservancy**  
PITTSBURGH, PA  
\$600,000 toward development of Mill Plaza Park at Hazelwood Green

**Pittsburgh Parks Conservancy**  
PITTSBURGH, PA  
\$1,000,000 toward support of operations

**Rivers of Steel Heritage Corporation**  
HOMESTEAD, PA  
\$250,000 to integrate the Explorer riverboat and its educational programming into the organization

**Rolling Plains Quail Research Foundation**  
ROBY, TX  
\$1,000,000 toward long-term quail research and education

**Scenic America**  
WASHINGTON, DC  
\$150,000 toward 18-month support to provide fundraising capacity for Scenic Pittsburgh

**Scenic Pittsburgh**  
PITTSBURGH, PA  
\$120,000 toward support of operations (\$100,000) and fundraising (\$20,000)

**Susquehanna University**  
SELINGSGROVE, PA  
\$950,000 toward two-year support of the Freshwater Research Institute, including expanded collaborative aquatic research and conservation in Pennsylvania watersheds, student scholarships, and capital improvements to enhance synergistic collaborations

**Sustainable Pittsburgh**  
PITTSBURGH, PA  
\$200,000 toward 18-month support of operations

**Theodore Roosevelt Conservation Partnership, Inc.**  
WASHINGTON, DC  
\$94,000 to curb the spread of Chronic Wasting Disease through an educational program for hunters and the general public

**U.S. Endowment for Forestry and Communities**  
GREENVILLE, SC  
\$450,000 to activate rural economies through natural resource-based investments in the Foundation's priority landscapes in Pennsylvania and nationally

**US Water Alliance**  
WASHINGTON, D.C.  
\$10,000 to support a Pittsburgh Water Leaders Delegation at the 2019 One Water Summit in Austin, Texas on September 18 - 20

**Western Pennsylvania Conservancy**  
PITTSBURGH, PA  
\$500,000 toward three-year support of a farmland preservation program in Ligonier Valley

**Western Pennsylvania Conservancy**  
PITTSBURGH, PA  
\$620,000 to acquire a working forest conservation easement over forestland in Centre County, Pennsylvania

**Willistown Conservation Trust, Inc.**  
NEWTOWN SQUARE, PA  
\$150,000 toward two-year support to develop and implement a strategic plan for Motus

**Women for a Healthy Environment**  
PITTSBURGH, PA  
\$25,000 to assess and improve the communication plan to further a mission of creating healthy communities across the Pittsburgh region



# EDUCATION

## ECONOMIC MOBILITY, WORLD CLASS RESEARCH, AND TECHNOLOGY

In 2019, the Foundation awarded \$17,238,000 in 24 education grants. Institutions of higher education received approximately two-thirds of the funding (\$11,295,000) while community-based organizations were awarded 21 percent of the monies (\$3,725,000). The balance (\$2,218,000)—just under 13 percent—was provided to elementary and secondary schools that serve students from kindergarten through 12th grade.

CARNEGIE  
MELLON  
UNIVERSITY

## Building Technology for the Moon and Adverse Conditions on Earth

For two decades, Carnegie Mellon University (CMU) has been a significant player in creating Pittsburgh's new economy around robotics technology and education. The advent of self-driving cars, robots for advanced manufacturing, and robotic arms to assist individuals with disabilities all trace their origins to CMU's campus and the efforts of faculty members, students, and entrepreneurs.

In 2019, the Foundation awarded CMU a \$500,000 grant to build upon its expertise in manufacturing, computer science, and robotics to reinvigorate Pittsburgh's legacy in space exploration by creating NewSpace, a robotics program whose primary goal is to land a rover on the moon by 2021. Under the direction of CMU robotics professor and entrepreneur Red Whitaker, who pioneered CMU's self-driving car research and technology, NewSpace will convene faculty, students, and employees from local robotics companies to design, build, test, and, with the support of Astrobotic, launch a rover to explore the moon.

Once on the moon, CMU will test the rover's capability to navigate the landscape and perform other functions to prepare for another launch in 2023—in partnership with NASA. As part of the latter launch, CMU's rover will explore subterranean holes on the

moon's surface that contain water ice. With access to water ice, NASA could establish an outpost on the moon for deeper space exploration, including travel to Mars.

In 2007, Red Whitaker led the CMU team that, in partnership with General Motors and Caterpillar, won the Defense Advanced Research Projects Agency's (DARPA) Urban Grand Challenge, which included a \$2-million prize for creating a self-driving vehicle that could navigate traffic lights and other vehicles. In light of CMU's desire to build on that success, in 2019, the Foundation awarded the university a \$750,000 grant to compete in DARPA's new Subterranean (SubT) Challenge, which will explore new approaches to map, navigate, and search human-made tunnel systems, urban underground, and natural cave networks. Like other DARPA programs, the SubT Challenge has potential to create new intellectual property and start-up companies, particularly related to wireless communications in adverse environments and first-responder technologies.

## Promoting Biology to Enhance Career Opportunities

EDUCATION DEVELOPMENT CENTER

**Education Development Center (EDC)**, a global nonprofit organization, advances long-term solutions to improve education, health, and economic opportunity across 80 countries around the world. Since 2013, EDC has administered the Amgen Foundation's Amgen Biotech Experience (ABE), a high school science outreach program that recruits, trains, and supports high school teachers—in communities in which Amgen has a corporate presence—to bring ABE molecular biology labs into their classrooms. Amgen is one of the world's largest biotechnology companies, and its ABE program reaches nearly 1,500 teachers and 90,000 students annually; to date, it has touched the lives of more than 700,000 students.

In 2019, the Foundation awarded \$693,000 to EDC to launch a new ABE site in Pittsburgh, the first one beyond Amgen's global corporate footprint. Although EDC will administer the grant by providing technical assistance, as well as training, curriculum, and lab materials to participating teachers, the Citizen Science Lab (CSL), a Foundation

grantee that provides advanced biotechnology education to children, youth, and adults across Pittsburgh, will receive a majority of the funding to deliver the ABE program.

At its Hill District and South Hills locations, CSL will recruit and train teachers, who, in turn, will take the ABE curriculum, equipment, and lab materials back to their classrooms, reaching an estimated 18,000 students over two years. In a partnership that is part of the initiative, the Amgen Foundation and CSL will implement LabXchange, an online platform to provide ABE teachers and students with virtual labs before conducting hands-on experiments. This platform will help students increase their proficiency in biology, which, last year, was at basic or below basic levels for nearly half of all students in Allegheny County. Enhancing their knowledge of this subject not only will enable students to participate in science competitions and pursue higher education and careers in healthcare, the life sciences, and biotechnology industries, but also will increase their chances for economic mobility.

**While results vary from school to school, in Allegheny County, in 2018, 45% of students across all schools scored below basic (23%) or basic (22%) proficiency in biology.**

THE PITTSBURGH PROMISE FOUNDATION, CARLOW UNIVERSITY, COMMUNITY COLLEGE OF ALLEGHENY COUNTY

## Establishing an Educational Support Continuum

**Created in 2007**, The Pittsburgh Promise Foundation (The Promise) seeks to promote high educational aspirations among urban youth, fund scholarships for post-secondary access, and fuel a well prepared and diverse regional workforce. To do so, it awards college scholarships to graduates of Pittsburgh public schools who attain at least a 2.5 grade point average and a 90 percent attendance rate, as well as attend one of 136 post-secondary institutions in Pennsylvania, some of which, as "preferred partners," increase financial aid to Promise students. To date, The Promise has awarded scholarships totaling nearly \$135 million to more than 8,800 students across all demographics.

Among its challenges is to serve students in the lowest-performing high schools who often live in poverty and have higher drop-out rates and limited paths to economic mobility. A \$2-million grant to The Promise will enable it to launch a four-year, pilot coaching initiative that will deploy eight coaches across Pittsburgh's Carrick, Milliones, and Perry high schools to work directly with faculty, guidance counselors, and students to increase graduation, eligibility, and participation rates in The Promise program. Initially, The Promise will hire a program director and finalize the program design and operating models for the three high schools, as well as define the transition from high school to the

pilot's "preferred partner" post-secondary schools—Carlow University and Community College of Allegheny County (CCAC)—for as many as 267 students from the three high schools.

Complementing the Foundation's funding to The Promise for high school coaches are two additional Foundation grants to implement pilot coaching and predictive analytics programs to increase the likelihood that Pittsburgh Promise students who attend either Carlow University or CCAC will graduate within six years.

Carlow University, a private, liberal arts institution in Pittsburgh, offers more than 40 undergraduate majors and more than 18 doctoral, masters, and certificate programs across three campuses and online. Among its 2,000 students, approximately half come from economically disadvantaged backgrounds and 22 percent are the first in their families to attend college. Many of these students are Pittsburgh Promise Scholars, who often require remedial education and are more likely to drop out for reasons unrelated to their academic abilities.

A Foundation grant of \$898,000 to Carlow University will provide success coaches to Promise Scholars, helping them obtain support services, including persistence

workshops; supplemental instruction for critical thinking, reading, and writing; tutoring and supplemental instruction for challenging entry-level courses; financial literacy and self-management skills; resources for books and supplies; stipends for internships; support for housing and food insecurity; and counseling for mental health and family issues. Modeled after a program at Georgia State University that used predictive analytics to increase its six-year graduation rates, Carlow will enable staff to use predictive analytics software as a tool to increase enrollment, retention, and graduation rates, as well as grade point averages and career outcomes for Promise scholars and other at-risk student cohorts.

Founded in 1965, Community College of Allegheny County provides affordable access to high-quality career and transfer education, as well as the promise of upward mobility by offering approximately 160 on-campus and online study programs to students who are disproportionately poor and often the first in their families to attend college. Its open

enrollment policy, requiring only a General Education Diploma, makes CCAC a natural destination for Promise Scholars, many of whom need remedial education and face financial and other issues that prevent them from graduating on-time or transferring to a four-year institution.

A Foundation grant of \$997,000 will enable CCAC to support one cohort of Pittsburgh Promise Scholars each year for four years with coaches, tutors, and mentors, as well as personalized support and intervention services based on a predictive analytics system CCAC will implement as part of the pilot. All of these resources will help increase students' grade point averages and retention and graduation or transfer rates. Known as Promise Extension Scholars, these students will be graduates of Pittsburgh public schools with grade point averages between 2.0 and 2.49 and will receive one-year scholarships to attend CCAC. If they maintain at least a 2.0 grade point average, they will become full Promise Scholars, eligible to attend any college of their choice.

SLB RADIO PRODUCTIONS, INC.

## Giving Voice to Economic Mobility Data

To prepare for its strategic planning in 2020, the Foundation is working with consulting firms to gather and analyze data about economic mobility in southwestern Pennsylvania. With a \$50,000 grant from the Foundation, SLB Radio Productions, Inc. (SLB), which has significant experience collecting and publishing audio stories in

Allegheny and Westmoreland counties, will document the stories of approximately 150 people—children, young people, and families—at the center of this analysis and use the recordings to amplify their stories, to educate, to empower, and to build community.

## Building a World Class Vision Treatment Institute

UNIVERSITY OF PITTSBURGH

In 2018, Dr. José-Alain Sahel left Paris, where he had created and led the Institut de la Vision, one of the world's most prominent research and commercialization centers—with 60 active clinical trials with corporate partners annually, and 30 spin-off companies that have secured more than \$560 million in investments and created more than 1,000 jobs. Its success is based, in part, on the culture Dr. Sahel created by recruiting accomplished, collaborative scientists committed to treating or curing vision loss. His relocation to southwestern Pennsylvania and the launch of the Pittsburgh Vision Institute (Institute), a new \$300-million initiative, is projected to yield similar results and position the University of Pittsburgh as a global leader in research and treatment for as many as 600 million people worldwide who, by 2050, are expected to be visually impaired.

A key focus of the Institute will be its Cortical Vision Program, through which the Institute will seek to address blindness associated with ocular trauma, glaucoma, diabetes, tumors, or optic neuropathies. To conduct the necessary research, the Institute will collaborate with the Paris Vision Institute, the University of Pittsburgh's Department of Ophthalmology, neuroscientists from Pitt's Brain Institute and Carnegie Mellon University, and the Paul Allen Brain Institute in Seattle, Washington. First, however, it must recruit additional researchers to fill existing gaps in knowledge and technology in such areas as facial recognition, multisensory integration, and brain plasticity following loss of vision or vision restoration. A grant of \$6 million from the Foundation will enable the University to do so—either by recruiting one senior and one junior faculty member, or three junior faculty members, with the majority of the funding supporting laboratory space, equipment, and testing.

### DR. JOSÉ-ALAIN SAHEL

A pioneer in vision restoration techniques and interventions for retinitis pigmentosa, age-related macular degeneration, and vascular eye disease, among others, Dr. José-Alain Sahel is the chair and Distinguished Professor of the Department of Ophthalmology at the University of Pittsburgh School of Medicine, director of the University of Pittsburgh Medical Center Eye Center, and the Eye and Ear Foundation Chair of Ophthalmology. He previously founded and led the Institut de la Vision in Paris, a research center associated with an eye hospital founded in 1260 by the king of France, Louis IX.

Under Dr. Sahel's leadership, the University of Pittsburgh will be positioned as a global leader in research and treatment for as many as 600 million people worldwide who, by 2050, are expected to be visually impaired. About the Foundation's grant, he said, "We have established world class vision research and clinical care in Pittsburgh, and the cortical vision program will bring together the brightest minds to develop therapies that will directly benefit the people in our communities and around the world."

Born in Algeria and educated in France, Dr. Sahel received a medical degree with specialty certification in ophthalmology from Strasbourg University and completed a residency in neurology and neurosurgery at the Louis Pasteur University Hospital, also in Strasbourg. He was a research fellow at the Massachusetts Eye and Ear Infirmary and a visiting scholar in the Department of Molecular and Cellular Biology at Harvard University. His vision restoration research combines genetics, neuroscience, and technology, and he is a co-inventor of more than 40 patents, a number of which have resulted in start-up companies. He is widely published, sits on the editorial boards of many scientific journals, and is the recipient of numerous honors and awards.



## Creating a First-Rate Life Sciences Cluster

### UNIVERSITY OF PITTSBURGH

In the last 20 years, the University of Pittsburgh has strengthened its position in life sciences research, ranking third in National Institutes of Health funding, alongside The Johns Hopkins University, Harvard University, and the University of Pennsylvania. In recent years, University of Pittsburgh has focused its vision on building a life sciences corridor, including research in advanced immunotherapy, biomanufacturing, personalized medicine, and, more recently, vision restoration—to compete with similar clusters in San Francisco, Cambridge, and Philadelphia. Among the challenges to be overcome, however, are obstacles in transferring intellectual property to entrepreneurs, providing wet lab space to growth companies, and partnering with commercial entities to move research from the laboratory to clinical settings.

A Foundation grant of \$250,000 will enable the University to conduct a comprehensive study to assess the feasibility of developing a life sciences corridor connection to Hazelwood Green that highlights immunotherapy research and biomanufacturing as a way to attract corporate partners, as well as explore how it can use its existing innovation platforms—including LifeX and the Innovation Institute—to incubate University start-ups. The study, which will be completed in time to align with the Foundation's strategic planning in 2020, also will identify the physical space needs for such a cluster, including wet labs, incubation, and co-working, and how the Hazelwood Green site might provide these resources.

The University of Pittsburgh is ranked among the nation's top 20 public colleges and universities in the 2020 U.S. News & World Report Best Colleges rankings.

“This year's ranking positions the University of Pittsburgh as a top-20 public school,” says Chancellor Patrick Gallagher. “It's a powerful testament to our students, faculty and staff and a clear signal that our trajectory as a world leader in learning, teaching and research is still—undeniably—on the rise.”

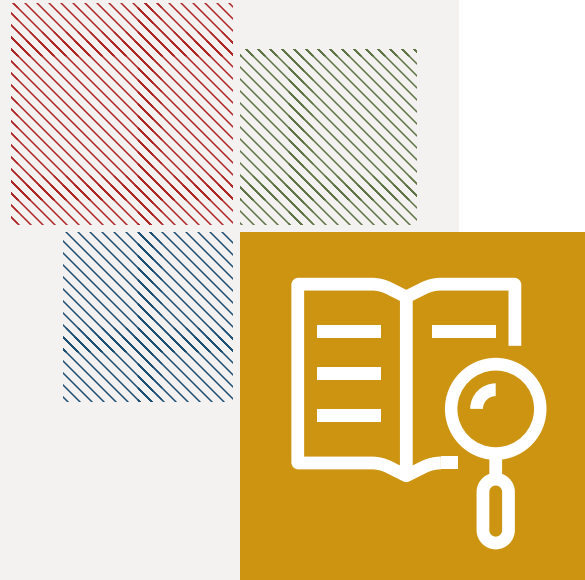
Pitt Wire Magazine, September 2019

**\$17,238,000**

GRANTS & PRIs APPROVED

**24**

TOTAL GRANTS & PRIs



**13%**

of Total Grants & PRIs

# Grant and Program Related Investment Summary

**Carlow University**  
PITTSBURGH, PA  
\$898,000 toward a pilot program to use predictive analytics and personalized interventions to support Pittsburgh Promise Scholars

**Carnegie Mellon University**  
PITTSBURGH, PA  
\$25,000 to conduct a behavioral economics course for regional funders

**Carnegie Mellon University**  
PITTSBURGH, PA  
\$200,000 toward 18-month support to analyze policies that can aid in the assimilation of increased solar power and natural gas electric generation in western Pennsylvania

**Carnegie Mellon University**  
PITTSBURGH, PA  
\$750,000 to compete in the DARPA SubT Challenge

**Carnegie Mellon University**  
PITTSBURGH, PA  
\$500,000 toward two-year support to develop a space robotics program and send a rover to the moon by 2021

**Carnegie Mellon University**  
PITTSBURGH, PA  
\$25,000 toward support of operations of the Girls of Steel robotics after-school program

**Community College of Allegheny County Education Foundation**  
PITTSBURGH, PA  
\$400,000 toward two-year support of a career readiness and employment program, in collaboration with Community Empowerment Association

**Community College of Allegheny County Education Foundation**  
PITTSBURGH, PA  
\$997,000 toward a pilot program to use personalized coaches and predictive analytics to support Pittsburgh Promise Scholars

**Community Empowerment Association, Inc.**  
PITTSBURGH, PA  
\$400,000 toward two-year support of a career readiness and employment program, in collaboration with Community College of Allegheny County

**Education Development Center, Inc.**  
WALTHAM, MA  
\$693,000 toward two-year support to partner with The Citizen Science Lab to bring the Amgen Biotech Experience program to Pittsburgh

**Higher Achievement Program, Inc.**  
PITTSBURGH, PA  
\$280,000 toward academic programs serving Homewood students

**Homewood Children's Village**  
PITTSBURGH, PA  
\$825,000 toward support of operations (\$800,000) and the In Class Today attendance intervention (\$25,000)

**Kiskiminetas Springs School**  
SALTSBURG, PA  
\$1,350,000 toward support of annual scholarships and new marketing efforts

**The Pittsburgh Promise Foundation**  
PITTSBURGH, PA  
\$2,000,000 toward a pilot program to place Promise Coaches in Carrick, Milliones, and Perry high schools to provide college and career planning for students

**Saint Vincent College**  
LATROBE, PA  
\$50,000 to support the implementation of strategic initiatives

**Sewickley Academy**  
SEWICKLEY, PA  
\$150,000 toward three-year support of operations to strengthen Breakthrough's services for at-risk youth in the Pittsburgh region

**SLB Radio Productions, Inc.**  
PITTSBURGH, PA  
\$50,000 to collect audio stories illustrating children's and families' experiences with education and other economic mobility topics

**University of Pittsburgh**  
PITTSBURGH, PA  
\$6,000,000 toward three-year support to recruit faculty to launch the Pittsburgh Vision Institute's Cortical Vision Program

**University of Pittsburgh**  
PITTSBURGH, PA  
\$25,000 to send a team of undergraduate students to the International Genetically Engineered Machine competition

**University of Pittsburgh**  
PITTSBURGH, PA  
\$250,000 to assess the feasibility of developing a life sciences cluster, spanning from the Pittsburgh Vision Institute to Hazelwood Green

**University of Pittsburgh, Institute of Politics**  
PITTSBURGH, PA  
\$200,000 toward two-year support of operations

**Westmoreland County Community College Educational Foundation, Inc.**  
YOUNGWOOD, PA  
\$1,000,000 toward four-year support to purchase progressive technologies for the new Student Achievement Center and campus-wide classroom technology upgrades for the Youngwood campus

**Wireless Neighborhoods**  
PITTSBURGH, PA  
\$150,000 to support the High School University program

**Youth Opportunities Development**  
CLAIRTON, PA  
\$20,000 toward support of operations

# HUMAN SERVICES

## CREATING A BETTER QUALITY OF LIFE THROUGHOUT THE REGION

In 2019, the Foundation awarded 49 human services grants totaling \$33,097,500. The largest portion of the funding—nearly 35 percent—was designated to support community health endeavors to decrease infant mortality rates in the region. Workforce development efforts received 18 percent of the funding, while organizations providing services to children, youth, and young adults garnered almost 11 percent of the available funds. The balance of the monies was awarded to organizations that meet broad-based needs, including food and housing, and work to improve overall community health by combating violence and the opioid epidemic.

## Connecting Students, Families, and the Hazelwood Community

CENTER OF LIFE

**Center of Life (CoL)**, a youth and community-empowerment agency in Hazelwood, serves approximately 500 young people—from ages 5 to 18—annually. Its core programs focus on the arts and education, using various types of dance, recording engineering, and visual art to convey positive messages and teach life skills to young people. CoL provides academic assistance, encourages parents to participate so they can support their children's schoolwork, and employs a licensed social worker to provide tools and strategies to move families from surviving to thriving.

CoL's students flourish academically and transition successfully from high school to the wider world. Ninety to 100 percent of seniors graduate annually and either enroll in post-secondary education or join the military. CoL facilitates the Greater Hazelwood Community Collaborative (GHCC), building

relationships among the new Hazelwood Green, existing community organizations, and residents. As a result, Uber employees lead robotics programs for children, and Carnegie Mellon University doctoral students teach young people to examine social issues using engineering and scientific methods. A Foundation grant of \$300,000 will help CoL continue its youth, family engagement, and community empowerment programs—providing year-round jazz, hip-hop, and dance performance programs that incorporate African-American history and explore the intersection of technology and art. The funding also will support a full-time community engagement liaison for GHCC, who will connect Hazelwood Green and the broader Hazelwood community and ensure mutual understanding between Hazelwood Green tenants and the community-at-large.

## Remodeling for Efficiency

### GREATER PITTSBURGH COMMUNITY FOOD BANK

**The Greater Pittsburgh Community Food Bank opened in 1980** as the declining steel industry pushed the region's unemployment rate to 18.2 percent. For nearly four decades and with 350 partner agencies, it has procured and distributed food, evolving as much as possible to address chronic hunger, poor nutrition, and the working poor, including 90,000 children, who regularly face food insecurity.

The food bank is undertaking a \$20 million fundraising campaign to remodel its facility to optimize operations; make strategic program and network investments; and, once operational, eliminate the 59,000,000 meals that people in the region miss each

year (known as the “meal gap”) because of financial and other circumstances.

With a focus on food and health, the new facility—a silver LEED building—will feature a model pantry that includes healthy alternatives and recipes; more community, volunteer, and office space to accommodate a 50 percent increase in employees; and expanded freezer capacity and new “cold food” loading docks to handle more produce and meats. A \$3,000,000 Foundation grant will support these capital improvements that, in turn, will optimize the food bank's operations and programs.

## Relocating to Better Serve an Expanded Client Base

### LIGHT OF LIFE RESCUE MISSION

For more than 60 years, Light of Life, a non-denominational Christian ministry, has been providing homes for the homeless, food for the hungry, and filling other needs of the poor, addicted, abused, and needy on Pittsburgh's northside. Its holistic, multi-faceted approach helps 1,600 individuals each year become addiction-free, wage-earning citizens, caring parents, skilled employees, and lifelong learners. In the women and children's program, for example, 75 percent of graduates—more than twice the national average—remain free from addiction, recovered from mental health issues, self-sufficient, and able to live independently.

For a variety of reasons, the Light of Life mission facility and the women and children's facility need to relocate—ongoing

revitalization in its current neighborhood, lack of privacy for clients in the busy environment, and a “not in my backyard” sentiment from within the up-and-coming retail and residential area. In addition, Light of Life has outgrown its existing facility.

Following a long and thoughtful process, the organization identified two new sites near Pittsburgh's homeless population, reducing the need for clients to travel to receive services and enabling staff to reach out to those in need. A Foundation grant of \$2.1 million will support construction of a new 24,000 square foot building that will not only incorporate energy efficiencies, green building systems, and use of local products, but also better serve an expanded client base.

## Decreasing Infant Mortality in the Region

### MAGEE-WOMENS RESEARCH INSTITUTE AND FOUNDATION

Established in 1992, Magee-Womens Research Institute (MWRI) was the first research entity in the United States to focus on women's health and reproductive biology. MWRI's clinical partner, UPMC Magee-Womens Hospital (Magee), is a world-class center for both women's health and comprehensive medical-surgical care. Each year, 11,000 babies (45 percent of babies born in Allegheny County) are delivered at Magee.

MWRI serves as the lead partner with the Children's Hospital of Philadelphia, the RAND Corporation, and Stanford University

on a Foundation-funded predictive analytics project designed to reduce infant mortality in the region, particularly in low-income and African-American communities. To date, this initiative has made significant progress in large part because of a collaborative process with a range of partners, including a number of community-based organizations as diverse as Allegheny County Department of Human Services Healthy Start and the Port Authority.

Among the work underway are 12 research projects addressing issues of infant mortality; development of a database containing

## In Allegheny County, racial disparities persist with an infant mortality rate for black infants 4.5 times higher than that of white infants.

records of more than 200,000 deliveries at Magee since 1995 and a biobank that includes specimens from 2,000 women at different stages of pregnancy; focus on early identification of congenital heart defects, among the top causes of infant mortality, and methods to prevent or correct them; creation of an algorithm that, to date, has recorded a 92 percent predictive performance around infant mortality; creation of a causal inference model that suggests the interventions most likely to prevent infant mortality based on an existing risk score and likelihood of participation by the mother; and a ready-to-pilot app for mothers who have delivered a preterm baby at Magee or Children's Hospital of Pittsburgh (CHP).

A \$5,145,000 Foundation grant—one part of a total grant of \$8,445,000—will support development and implementation of technologies and interventions for clinicians and service providers to reduce risks of infant mortality in pre-natal and post-natal care. The work centers on technology integration and a new approach to personalized medicine through deep phenotyping of pregnant women, a methodology made possible by the data records and biobank specimens previously collected. New partners joining this work—the University of Pittsburgh and Carnegie Mellon University teams, CHP, and the Institute for Systems Biology in Seattle—will bring new assets to the project.

A second Foundation grant of \$300,000—also a part of the \$8,445,000 total—will pioneer a new way to treat fetal aqueductal stenosis (FAS), another contributor to infant mortality. In the 1980s, physicians treated FAS in utero by draining excess fluid using a shunt inserted through the baby's skull. This unsophisticated technique led

to challenging and often disastrous results, leading to a moratorium on shunting. More recently, high-resolution ultrasound and MRI technologies have made accurate diagnoses possible, prompting the International Fetal Medicine and Surgery Society to lift the ban.

Now, after five years of work and winning a Coulter Translational Research Award in recognition of the likelihood of successful commercialization, a team led by Dr. Stephen Emery at MWRI has developed a device for in utero shunting that drains fluid from the fetus with minimal risk to the mother. In the next four years, Dr. Emery and his team expect the device to meet FDA requirements, so they can begin manufacturing it and introduce this treatment through the North American Fetal Therapy Network. The Foundation funding will support the design and advanced manufacturing methods the shunt will require, including a micro-laser process, precise thermal shape setting, and hybrid material integration technologies.

The balance of the \$8,445,000 of Foundation funding—\$3 million—will support the purchase of land adjacent to MWRI's current facility, which is at capacity—forcing researchers to be scattered throughout buildings that isolate the scientists from one another and are not always suitable for patient populations. Expanding the footprint of MWRI will leverage its proximity and relationship with Magee and better enable the organization to recruit, support, and retain world-class researchers. It also will open up exciting possibilities to create a state-of-the-art research campus, merging basic sciences, novel translational research, and better clinical applications for patients, as well as increasing both federal and non-federal funding.

An expanded clinical trials unit, a center for early human development, and a genomics center are among the ideas being explored. A new building could also attract tenants who not only would bring financial support, but also bolster the life sciences ecosystem.

## Joining the Infant Mortality Project

ALLEGHENY HEALTH NETWORK,  
EXCELA HEALTH,  
SAINT CLAIR HEALTH CORPORATION

Three hospital systems have expressed interest in participating in the ongoing efforts to decrease infant mortality in southwestern Pennsylvania: Allegheny Health Network (AHN), Excela Health, and Saint Clair Health Corporation.

AHN, the second-largest health care provider in the region, strives to create remarkable health experiences for individuals and families. The award-winning network of hospitals, surgery centers, health and wellness pavilions, and more than 250 locations for care, boasts the region's fastest growing labor and delivery program, which, in 2018, delivered more than 7,700 babies and includes new, state-of-the-art Level III neonatal intensive care units at West Penn Hospital in Pittsburgh and at Saint Vincent Hospital in Erie, as well as Level II units at Forbes Hospital in Monroeville and at Jefferson Hospital in Clairton. From 2018 to 2019, 531 premature babies were born at AHN hospitals, and an additional 139 fetal and neonatal deaths were reported.

Excela Health seeks to improve the health and well-being of every life it touches. As the leading provider of advanced medical care in Westmoreland County, Excela's three hospitals and health care affiliates, together with its 735 physicians and allied health professionals in 35 clinical specialties, work to meet the needs of individuals in Westmoreland, northern Fayette, and southern Indiana counties. Approximately half of the 3,000 babies born in Westmoreland County annually are delivered at Westmoreland Hospital in Greensburg, the only birth hospital in the county. As a member of an accountable-care organization of community hospitals surrounding

Allegheny County, Excela's participation in the infant mortality project could, in the future, include hospitals in Butler, Beaver, and Washington.

St. Clair Hospital, an independent, 328-bed acute care medical center in Mt. Lebanon with satellite locations in Bethel Park and Peters Township, opened in 1954 and is the fastest growing hospital in the market. It has received awards for the quality of its care, patient satisfaction, patient safety, innovation, and the use of electronic medical records to improve patient care, which is particularly relevant to the work the Foundation is supporting relative to infant mortality. St. Clair's family birth center is the third largest labor and delivery unit in western Pennsylvania, with 1,500 deliveries in the hospital in 2018. It operates a Level II neonatal intensive care unit staffed by in-house pediatricians 24 hours a day. During the past three years, as many as 8.5 percent of deliveries (131 babies) have led to NICU admissions.

A separate \$100,000 grant from the Foundation to each of these hospital systems will enable the team that comprises MWRI, the laboratory at Children's Hospital of Philadelphia, the RAND Corporation, and Stanford University to validate their predictive analytics model against data from each network as it relates to technology, implementation, and staffing and to integrate the various hospitals and satellite and affiliated sites into the infant mortality project.

## Leveraging the Power of Whole Genome Sequencing

UNIVERSITY OF PITTSBURGH

The Institute for Precision Medicine (IPM), a joint initiative of the University of Pittsburgh and UPMC, and among the university's highest priorities, was founded in 2013 to move research into personalized well-being and clinical care for patients in the region. Under the direction of Dr. Adrian Lee and his predecessor, Dr. Jeremy Berg, IPM has demonstrated how genetic testing can be integrated into the healthcare system to improve patient outcomes and reduce costs. For example, IPM conducted genetic testing on patients who had a myocardial infarction (heart attack) to determine which ones would respond to treatment with the most common blood thinning drug. (Because of genetics, some patients do not produce the protein needed to break down the drug.) Based on the results, which included reducing major adverse effects by 50 percent and saving \$2 million, UPMC made the test part of its standard protocol for treating these patients.

Building on this success and current advances in whole genome sequencing (WGS) technology, IPM, with a Foundation grant of \$2.8 million, will launch three new projects in this area.

In the first project, to which \$1.17 million will be devoted, IPM will seek to improve mortality rates and decrease healthcare costs by rapidly diagnosing genetic conditions in children who are born prematurely. There are more than 4,400 genetic abnormalities that account for close to 40 percent of all infant mortality. Until the recent development of WGS, timely diagnosis of many suspected genetic disorders was not possible, a delay that led to increased time in the NICU (which averages \$25,000 per day) and higher mortality rates for children born with such disorders. To validate its model and work out any critical issues, IPM initially will test 20 children in the NICU before testing an additional 80 children at both Magee and

### DR. ADRIAN LEE

Recruited to the University of Pittsburgh nearly a decade ago, Dr. Adrian Lee is director of the Institute for Precision Medicine (IPM), a joint effort by UPMC and the University of Pittsburgh to move biomedical research into personalized well-being and clinical care. He also is a professor of pharmacology and chemical biology and a professor of human genetics. In his own laboratory, Lee and his team are seeking to translate basic cell and molecular research findings into the understanding and treatment of breast cancer. Currently, he is leading an effort to sequence metastatic breast cancers to identify vulnerabilities for novel precision therapies.

As he describes his team's work, "We are taking a comprehensive systems biology approach to discover how each breast cancer patient can receive treatments and therapies targeted to their specific biology and disease."

Educated in England, Lee earned a bachelor's degree in biochemistry from the University of Kent, Canterbury, Kent, England, and a Ph.D. at the University of Surrey, Guildford, Surrey, England. He completed a postdoctoral fellowship at the University of Texas Health Science Center in San Antonio, Texas. He has published more than 120 peer-reviewed research articles and serves on the scientific advisory council for Susan G. Komen for the Cure and on a number of national peer-review committees, as well as on the editorial boards of several scientific journals.





Children’s hospitals. Should the project achieve its dual goals, UPMC expects to incorporate WGS into its standard protocol for all NICU patients. Additionally, UPMC will share all the project data with Magee and its MOMI database, which is central to the Foundation’s investments to reduce high rates of infant mortality in the region.

The second project, which will use \$909,968 of the \$2.8 million total, will enable IPM to continue to build out its Test2Learn training platform. By hiring computer science programmers who can update the learning platform and make it available as web-based content, IPM will be able to offer 140 front-line medical providers and trainees refresher

training in a range of topics, including genomics, WGS technology and data analysis, report interpretation, ethics in testing, and effective communications strategies.

The balance of the grant funding—\$715,000—will support IPM’s launch of a campus-wide RFP to identify research across the fields of precision medicine (e.g., diagnostics, robotics, and biomanufacturing) that is ripe for commercial translation into new products and companies. The university’s Innovation Institute will lead these efforts and support the new companies as they expand their presence in the region.

## KEVIN JENKINS

**P**romoted to president and chief executive officer of Manchester Bidwell Corporation (MBC) in 2018, when founder Bill Strickland stepped down five decades after founding the organization, Kevin Jenkins was quoted as saying, “This place is kind of like home for me.” That’s because the Pittsburgh native and seasoned nonprofit leader had served as executive director of Holy Family Institute, whose students take art classes or earn degrees at Manchester Bidwell Corporation. Jenkins joined MBC in 2015 as chief operating officer of the nationally accredited and state licensed adult career training institution that also offers arts education and social enterprise initiatives to young people.

Prior to joining MBC, Jenkins served on staff at The Pittsburgh Foundation for a dozen years—first as senior program officer for health and human services, then, beginning in 2014, as vice president for public policy and civic leadership.

At the helm of MBC, Jenkins is focusing on the organization’s \$50 million capital campaign, which includes \$5 million in funding from the Foundation to support upgrades to the culinary arts and horticulture programs, which will ensure Bidwell Training Center remains on the cutting edge of service delivery and can expand enrollment as the organization moves forward.

Jenkins holds a bachelor’s degree from Penn State University and a master’s degree in social work from the University of Pittsburgh. He serves on a number of regional boards and committees, which, following an appointment by the Joint State Government Commission, includes the Advisory Committee on Homelessness in Pennsylvania.



MANCHESTER  
BIDWELL

## Upgrading to Enrich the Culinary Arts and Horticulture Programs

**In 1968, Bill Strickland launched** the Manchester Bidwell Corporation (MBC) on Pittsburgh’s northside, providing adult career training and youth arts to address the economic declines affecting his neighborhood. MBC has two primary operating affiliates, Manchester Craftsmen’s Guild and Bidwell Training Center (BTC), both of which operate under three key principles: people thrive when treated as assets, environment shapes behavior, and creativity fuels innovation. Bill stepped down as CEO last year, turning over the leadership to Kevin Jenkins, a seasoned nonprofit leader. To mark this leadership transition, MBC has embarked on a \$50 million capital campaign—\$35 million for the Pittsburgh-based program and \$15 million for the replication efforts. A \$5 million Foundation grant will support critical upgrades in the culinary arts and horticulture programs, which are essential for BTC to remain on

the cutting edge of service delivery and expand enrollment as the organization moves forward. In addition, the upgrades will promote synergies between the two programs, with culinary degree students meeting science requirements by working in the greenhouse and horticulture students growing herbs and vegetables for use in the kitchen.

The culinary arts program operates in the main MBC building, which was constructed in 1986. Forty students enroll in the 50-week program each year, and there is always a waiting list. The space configuration prevents BTC from enrolling additional students because walls divide rooms and instruction table space is limited. Furthermore, BTC has been unable to offer one-time classes or develop a line of retail products such as meal kits or bakery items to capitalize on the popularity of cooking shows.

The kitchen renovations will create space that can accommodate flexible programming, including an associate’s degree track. All of the renovations will receive input from the advisory committee, whose members include representatives from Nestle, Allegheny County Health Department, Rivers Casino, Breadworks, The Renaissance Pittsburgh, and the Duquesne Club. Two of these organizations provided letters of support for this project, stressing the food industry’s need for qualified workers and the quality of BTC’s training.

MBC’s Drew Mathieson Center (DMC) was constructed in 2003 as a social enterprise and a horticulture training facility. Most of the systems installed at that time have reached

the end of their useful life, and technology has progressed, providing opportunities for innovations in energy use, conservation, environmental impact, and plant and crop quality. In addition, the facility was built for wholesale floriculture production, and the renovations will allow BTC to accommodate commercial food production as well.

Innovative production technologies around vertical farming, aquaponics, and aeroponics will ensure the DMC greenhouse and the students studying there remain up-to-date in the horticulture and agriculture industries. The new facility also will be a center for beta testing crops for corporate partners and offering adult workshops to small farmers and other members of the

community. BTC also has connected with Carnegie Mellon University’s Metro21: Smart Cities Institute about opportunities for the greenhouse to incubate technological systems to improve food safety and quality; promote operational efficiency; and expand urban agriculture technology applications, perhaps leading it to become a research and development center for the University.

## Building a Framework for a Better Approach to Community Health

THE RAND CORPORATION

The RAND Corporation, a nonprofit, nonpartisan research and analysis organization, is dedicated to objective research that informs the work of decision-makers across sectors. In its Social and Economic Well-Being division, researchers are committed to building safe, healthy, and thriving communities, developing innovative solutions for such wide-ranging challenges as income inequality, meeting the needs of aging populations, ensuring quality of life for children and families, substance abuse, mental health, maternal and infant health, and societal impacts of new technologies. They also work across systems, bringing together health care, behavioral health, and community-based human services.

During its own strategic planning in 2020, the Foundation will focus on health and human services, categories that in the past, it considered to be two separate and distinct entities. In recent years, however, the lines between these two areas have blurred as health care providers increasingly seek to assess and address patients' "social determinants of health" to achieve positive health outcomes and reduce health care costs. The Foundation refers to these social supports—housing, food, and others—as human services.

Although the trend to bundle health and human services has gained traction in other parts of the country, the Foundation's work with RAND on infant mortality indicates there is virtually no communication among health care and human services providers in

Pittsburgh. As a result of this gap, health care and human service providers in the region have had limited ability to collaborate in a more comprehensive approach that uses predictive analytics, shared data, innovation, and organizational change to address emerging and chronic health conditions among at-risk and vulnerable populations.

With a Foundation grant of \$300,000, RAND will develop a strategic framework to integrate the Foundation's grantmaking to support health together with human services. To craft this framework along with a plan to implement it and measure its success, RAND will evaluate the Foundation's current and prior grantmaking portfolio and scan existing frameworks, measures, and integration efforts in health and human services—both locally and nationally. RAND will align its research with tools and technologies being used elsewhere in the country, as well as with strategies focused on social determinants that are emerging in the State of Pennsylvania, at UPMC, and within the Highmark and AHN networks. Finally, RAND will explore how the Foundation can stay ahead of community-health issues related to human services—opioid addiction, infant mortality, asthma and other conditions—before they reach a crisis level or epidemic proportions.

SAINT MARGARET MEMORIAL HOSPITAL

## Expanding Health Care Services in New Kensington

St. Margaret Family Health Center not only provides the highest quality medical care to patients and their families, but also trains compassionate, highly skilled family physicians, which, as one of the oldest family medicine residency programs in the country, it has been doing for nearly four decades. The New Kensington Family Health Center opened in 2001 to mitigate the closing of Citizen's General Hospital. Last year, the Center reported 16,336 patient visits from more than 5,000 unique individuals. Along with medical and integrated behavioral health services, the Center offers medication assistive treatment for opioid addiction, senior wellness and home visits, and full pediatric care. Patients consistently rate the quality of the Center's services 10 out of 10. Nonetheless, overcrowding has led to inefficiencies and less comfortable visits than in the past.

The Center's medical team believes that more than half the conditions its physicians treat result from social determinants of health, including high rates of poverty, drug use, and

obesity; limited public transportation and access to healthy, fresh food; and low use of technology. The Center currently operates in one-third of the municipal city hall, which originally was an elementary school and has not been reconfigured in 17 years despite growth and dramatic changes in the way medical services are delivered.

A \$1 million grant from the Foundation will support construction of a new Center facility on a vacant lot in the new "innovation corridor," near other investments the Foundation has made in affordable housing and economic development initiatives. The new space will more than double the size of the Center, enabling it to see more patients and decreasing their use of the emergency room for routine treatment. The larger Center also will be able to provide additional services, including trauma care and dental care.

### MARY LEE GANNON

For more than a decade, Mary Lee Gannon has been leading the efforts of the St. Margaret Memorial Hospital Foundation, the fundraising arm of the University of Pittsburgh St. Margaret Hospital, a 250-bed teaching hospital near Aspinwall, approximately 10 miles northeast of Pittsburgh. In this role, Gannon not only raises funds for the hospital, but also for its network of family health centers, which offer comprehensive, high quality healthcare services and programs at sites with access to public transportation, near where people live and work.

"In a flash," Gannon says, "your health can turn into the biggest challenge of your life, [and] we don't want you to worry about transportation to your chemotherapy." The family health centers help fulfill the St. Margaret Memorial Hospital Foundation's strategic priorities to offer the best possible patient access, education, and experience. A \$1 million grant from the Foundation will support construction of a new facility for the St. Margaret Family Health Center in New Kensington, which will relieve overcrowding and inefficiencies, as well as enhance the overall patient experience. Once completed, Gannon says, the new health center will reflect the organization's motto: "Filling in the gaps with hope."



## HUMAN SERVICES



**\$33,097,500**

GRANTS & PRIs APPROVED

**49**

TOTAL GRANTS & PRIs

**26%**

of Total Grants & PRIs

# Grant and Program Related Investment Summary

**Allegheny Council to Improve Our Neighborhoods-Housing, Inc.**  
PITTSBURGH, PA  
\$150,000 toward support of operations (\$50,000) and a fellowship program (\$100,000)

**Allegheny Health Network**  
PITTSBURGH, PA  
\$100,000 toward planning in order to participate in an infant mortality predictive analytics and intervention project

**Amachi Pittsburgh**  
PITTSBURGH, PA  
\$100,000 toward support of operations

**Bible Center Church, Inc.**  
PITTSBURGH, PA  
\$150,000 toward support of operations to provide high-quality STEAM-focused programs that simultaneously educate elementary students and support working families

**Blood Science Foundation**  
PITTSBURGH, PA  
\$350,000 to conduct a marketing campaign (\$50,000) and purchase a new mobile blood collection vehicle to increase the blood donor base and blood collections (\$300,000)

**Bridge to the Mountains, Inc.**  
PITTSBURGH, PA  
\$355,500 toward two-year support to help the homeless population in Pittsburgh

**C. R. Jrs. Chip, Inc.**  
PITTSBURGH, PA  
\$250,000 toward construction of the Arnold Palmer Learning Center

**Center for Victims**  
PITTSBURGH, PA  
\$250,000 to support the relocation of the emergency shelter from McKeesport to the headquarters building in the South Side

**Center of Life**  
PITTSBURGH, PA  
\$300,000 toward support of operations (\$215,000) and staff to facilitate positive community relations with Hazelwood Green (\$85,000)

**Community Kitchen Pittsburgh**  
PITTSBURGH, PA  
\$250,000 toward two-year support of operations

**Crisis Center North Incorporation**  
PITTSBURGH, PA  
\$225,000 toward two-year support of operations, including one-time costs associated with moving to a new facility and engaging a development consultant

**East End Cooperative Ministry**  
PITTSBURGH, PA  
\$500,000 toward support of operations during leadership transition

**East End Cooperative Ministry**  
PITTSBURGH, PA  
\$350,000 toward support of operations

**Excelsa Health**  
GREENSBURG, PA  
\$100,000 toward planning efforts in order to participate in an infant mortality predictive analytics and intervention project

**FOR Sto-Rox Neighborhood Corporation**  
MCKEES ROCKS, PA  
\$550,000 toward two-year support of operations

**Gateway Rehabilitation Center**  
MOON TOWNSHIP, PA  
\$350,000 toward a capital campaign to renovate Gateway Rehab's oldest and largest facility at its Moon Township campus

**George Junior Republic**  
GROVE CITY, PA  
\$500,000 to renovate and expand the medical facility and purchase equipment to enhance medical services for students

**Greater Pittsburgh Community Food Bank**  
DUQUESNE, PA  
\$3,000,000 toward two-year support of capital improvements to the main facility in order to optimize operations and programs

**Habitat for Humanity of Greater Pittsburgh**  
PITTSBURGH, PA  
\$450,000 toward an affordable homeownership program in Homewood (\$300,000) and support of operations (\$150,000)

**Hosanna House, Inc.**  
WILKINSBURG, PA  
\$400,000 toward two-year support to implement strategies that increase unrestricted revenue (\$185,000) and to repair a sinkhole (\$215,000)

**KidsVoice**  
PITTSBURGH, PA  
\$250,000 toward support of the Bootstrap Project

**Light of Life Rescue Mission, Inc.**  
PITTSBURGH, PA  
\$2,100,000 toward construction of a new homeless shelter

**Ligonier Camp and Conference Center**  
LIGONIER, PA  
\$650,000 toward construction of a new lodge

**Ligonier Valley Police Commission**  
LIGONIER, PA  
\$45,000 to evaluate real estate options for the Ligonier Valley Police Department

**Macedonia Family and Community Enrichment Center, Inc.**  
PITTSBURGH, PA  
\$350,000 toward two-year support to adopt and integrate senior programs previously provided by Hill House Association

**Magee-Womens Research Institute and Foundation**  
PITTSBURGH, PA  
\$300,000 toward three-year support to continue study of an innovative shunt for treatment of fetal aqueductal stenosis

**Magee-Womens Research Institute and Foundation**  
PITTSBURGH, PA  
\$3,000,000 toward three-year support to purchase property for future expansion of a research facility, research programs, and translational impact

**Magee-Womens Research Institute and Foundation**  
PITTSBURGH, PA  
\$5,145,000 toward three-year support to develop and implement technologies and interventions for clinicians and service providers to reduce risks of infant mortality in pre-natal and post-natal care

**Manchester Bidwell Corporation**  
PITTSBURGH, PA  
\$5,000,000 toward two-year support to renovate the culinary arts training kitchen and to update the greenhouse using new technologies to accommodate food production

**MDRC**  
WASHINGTON, DC  
\$175,000 to identify, develop, implement, and test behaviorally-informed improvements to workforce programs

**The Mentoring Partnership of Southwestern PA**  
PITTSBURGH, PA  
\$25,000 toward support of operations

**Pathways of Southwestern Pennsylvania, Inc.**  
WASHINGTON, PA  
\$400,000 to implement software for finance, electronic health records, and human resources

**Pittsburgh A. Philip Randolph Education Fund**  
PITTSBURGH, PA  
\$50,000 toward technology infrastructure improvements

**The Pittsburgh Foundation**  
PITTSBURGH, PA  
\$300,000 toward support of the Community Foundation of Westmoreland County's Healthy Communities Program

**Pittsburgh Youth Leadership, Inc.**  
PITTSBURGH, PA  
\$10,000 to purchase a support van

**The Poise Foundation**  
PITTSBURGH, PA  
\$300,000 toward two-year support of operations and sustainability initiatives

**The Poise Foundation**  
PITTSBURGH, PA  
\$27,000 to develop a strategy for the Pittsburgh Black Elected Officials Coalition to close the workforce skills gap

**RAND Corporation**  
SANTA MONICA, CA  
\$300,000 to develop a strategic framework for health and well-being

**Saint Clair Health Corporation**  
PITTSBURGH, PA  
\$100,000 toward planning efforts in order to participate in an infant mortality predictive analytics and intervention program

**Saint Margaret Memorial Hospital Foundation**  
PITTSBURGH, PA  
\$1,000,000 to build a new family health center in New Kensington

**Sarah Heinz House Association**  
PITTSBURGH, PA  
\$75,000 for technology needs associated with the renovation of the 106-year-old facility

**Three Rivers Rowing Association**  
PITTSBURGH, PA  
\$40,000 to engage urban high school girls in a community-rowing program

**Trade Institute of Pittsburgh**  
PITTSBURGH, PA  
\$250,000 toward support of operations

**Trying Together**  
PITTSBURGH, PA  
\$400,000 toward education and development opportunities for Homewood childcare providers

**United Way of Southwestern Pennsylvania**  
PITTSBURGH, PA  
\$600,000 to improve financial stability and expand educational opportunities for low-income families in Westmoreland County

**University of Pittsburgh**  
PITTSBURGH, PA  
\$2,800,000 toward three-year support to implement genomic sequencing in the NICU, genomics education, and identification, stimulation, and chaperoning of precision medicine initiatives primed for commercial translation

**Urban Impact Foundation**  
PITTSBURGH, PA  
\$375,000 toward two-year support of programs and housing

**Young Men's Christian Association of Uniontown**  
UNIONTOWN, PA  
\$100,000 to complete the remaining three phases of the roof replacement project

**Young Women's Christian Association of Westmoreland County**  
GREENSBURG, PA  
\$250,000 toward support of a maker program and capital projects

# REGIONAL ECONOMIC DEVELOPMENT

## IMPROVING THE QUALITY OF LIFE FOR RESIDENTS, WORKERS, AND VISITORS

In 2019, the Foundation made 66 grants totaling \$44,188,078 in support of economic development in southwestern Pennsylvania. More than 25 percent of the funding (\$12 million) supported projects related to infrastructure, while 18 percent of the total (\$7.9 million) enhanced arts and cultural initiatives in Pittsburgh's cultural district, and nearly 13 percent of the Foundation's grantmaking in this area (\$5,616,000) supported environmentally sound, sustainable infrastructure projects in the region. The balance of grants focused on community development, arts and culture beyond the cultural district, innovation and manufacturing, rural development, and start-ups and incubators.

## Expanding Pittsburgh's New Economy

ALMONO LP AND  
REGIONAL INDUSTRIAL  
DEVELOPMENT  
CORPORATION

In 2002, the Foundation, in partnership with the Regional Industrial Development Corporation (RIDC) and several other funders, acquired the former 178-acre J&L Coke Works site in Hazelwood and created Almono Limited Partnership to maintain the site, invest in basic infrastructure, and establish a master development plan to provide economic opportunity and serve as a regenerative steward of the site's unique natural assets. Since then, the Foundation has invested \$41.5 million to prepare the land for development and attract tenants, restoring three historic buildings from the J&L Coke Works: Mill 19, Pumphouse, and Roundhouse.

The restoration of Mill 19 is nearly complete, and tenants include Carnegie Mellon University's Advanced Robotics for Manufacturing Institute and Manufacturing Futures Initiative, both of which were launched in 2016 with a \$20 million Foundation grant. Catalyst Connection,

another Foundation grantee, and Motional, a for-profit autonomous vehicle company, are also tenants in Mill 19. One of the key elements to ensure the building functions and meets Hazelwood Green energy standards is to provide onsite renewable power for its tenants. To achieve this goal, RIDC will install a solar array—designed to meet all local utility requirements—across the entire length of the building to provide two megawatts of power or enough to meet the needs of two buildings within Mill 19. The final installation, in combination with other building features, will qualify Mill 19 for gold-level LEED certification and reduce energy usage by 34 percent compared to the standards set forth by the American Society of Heating, Refrigerating and Air-Conditioning Engineers. A Foundation grant of \$5.1 million will ensure that RIDC can complete the project and transfer ownership of the solar array and its operation to the Almono partnership for ongoing operation and maintenance.

Another historic building, the Roundhouse, was the site's link to railroads across the country. Like Mill 19, costs to redevelop the Roundhouse are prohibitive for private developers, though it holds significant potential as speculative space. Based on the area's shortage of short-term lease space, however, the Almono partners will convert the Roundhouse into a space to meet local demand. A \$10 million Foundation grant will provide support to renovate the Roundhouse building into a 26,000-square-foot, LEED Gold space that Global Silicon Valley Labs will call home for its Innovation Hub in Pittsburgh, its third after establishing similar Hubs in Silicon Valley and Boston.

During the last two years, in addition to restoring two of the site's historic buildings, Signature Boulevard and temporary parking lots have been completed; Mill Road is nearly completed; Mill Plaza is under construction and nearly completed; and an RFP for master developers was released. A Foundation grant of \$937,178 will support the project's operating expenses.

CARNEGIE  
MELLON  
UNIVERSITY'S  
METRO21  
INSTITUTE

## Connecting Oakland and Hazelwood Green

**Carnegie Mellon University's (CMU) Metro21 Institute** brings together people, technology, and policy to improve the quality of life in metropolitan areas. Since 2014, it has partnered with the City of Pittsburgh, Allegheny County Airport Authority, and others to bridge the academic-practitioner divide, executing more than 50 projects to inform government and nonprofit decision makers about public safety, air pollution, transportation, and more.

In light of partnerships with CMU's Mobility Data Analytics Center and Traffic 21 Institute, Metro21 is particularly well-positioned to address transportation challenges, including the lack of convenient and efficient connections between Hazelwood Green and Oakland, which are critical to the success of the Hazelwood Green site. Although separated by only three miles, the route's hilly terrain makes bike and pedestrian connections challenging. In addition,

current public transit routes are circuitous and limited parking in Oakland makes driving into the area undesirable. A Foundation grant of \$95,000 will support efforts by the City of Pittsburgh, the Port Authority of Allegheny County, and other partners to identify and weave together both short- and long-term solutions, including an electric connector shuttle and other short-term transportation solutions, to adapt to growing demand over time. A report from Metro21 that analyzes and recommends various solutions—expanding or adapting existing bus routes, increasing the availability of bike share infrastructure, and piloting new micro-transit solutions offered by private companies—will offer the Foundation and other partners the tools to make relevant, strategic decisions to connect Hazelwood Green and Oakland, both now and long into the future.

## Enhancing Transportation Options and Creating More Technology-Based Spaces

### STARTUPTOWN

**StartUptown supports** economic development and startups in the Oakland and Uptown neighborhoods by providing co-working space that gives new companies an initial location from which to expand their businesses and helping catalyze some of the region's most recognizable technology startups—NoWait, Shoefitr, Rhiza, Allpoint Systems, and Powered Analytics, as well as numerous early-stage counterparts that are on similar trajectories. It also supports economic development in the Pittsburgh Innovation District along the Fifth and Forbes corridor in Uptown and Oakland, connecting these areas to Hazelwood Green.

Dovetailing with Metro21's efforts to evaluate options for a connection from Oakland to Hazelwood Green, StartUptown, in partnership with Pittsburgh's Department of Mobility and Infrastructure, will use a \$550,000 Foundation grant to explore a variety of transportation options—electric assisted bikes, scooters, and enhanced car-sharing, among others—to develop a multi-modal strategy that also connects Oakland to Hazelwood and leads to a broader mobility program tailored for Pittsburgh's residents, workers, and visitors. Although the planning effort will, over time, have city-wide ramifications, it will begin by investigating how the innovation district associated with the universities in Oakland can connect to Hazelwood Green, activating the site and setting the stage for economic revitalization along the Monongahela River.

StartUptown also serves as the fiscal agent for InnovatePGH, a public-private partnership that seeks to accelerate Pittsburgh's growth as a global destination for technology-based economic activity. With that goal in mind and with \$500,000 in Foundation funding, StartUptown similarly will serve as the fiscal sponsor for research being undertaken by Cambridge Innovation Center (CIC) in partnership with Venture Café (VC) to secure as many as three new technology-based spaces in Pittsburgh.

Specifically CIC-VC, whose model is based on the idea that in the future, as much as 30 percent of real estate in major cities will be short-term leases rather than traditional leases of ten to 15 years, will determine the viability of the market for locating new spaces in the city, including at the Hazelwood Green site and in Oakland. The in-depth study will assess pricing, vacancy, and existing shared office spaces; identify potential locations; develop strategies to close economic gaps and determine the physical requirements for the most promising locations; and prepare financial models regarding the cost to launch and operate each location. In addition to sharing the study's findings, CIC-VC will provide transparent data about costs to open similar accelerator sites in other cities.

## Promoting August Wilson's Work in His Hometown

DAISY WILSON  
ARTIST  
COMMUNITY, INC.

**More than 10 years ago**, Paul Ellis, August Wilson's nephew, purchased his uncle's boyhood home on Bedford Avenue in Pittsburgh's Hill District to prevent further deterioration of the structure in which the playwright, his mother, and six siblings had lived. While he was still alive, Mr. Wilson had made clear that he did not want his childhood home to become a "museum," so Mr. Ellis and an architectural team formed the Daisy Wilson Artist Community to explore the possibility of using the 6,500-square-foot space to promote August Wilson's literary and social impact.

With minimal resources, Mr. Ellis completed a master plan, obtained historic designation for the space, and partnered with Trade Institute of Pittsburgh, a Foundation grantee, to repair the building's exterior masonry. In collaboration with Duquesne University, another Foundation grantee, he created a writers fellowship whose inaugural fellow, Natasha Trethewey, was the U.S. Poet Laureate from 2012 to 2016 and is a Pulitzer Prize-winning poet. The site also hosts an annual community event with more than 5,000 attendees; and presents August Wilson Backyard Theater—36 performances to date, with an average audience of 140 attendees.

Mr. Ellis' most significant accomplishment, however, came in 2018, when actor Denzel Washington, who had starred in an adaptation of August Wilson's play "Fences," committed \$4 million, including donations from Oprah Winfrey, Laurence Fishburne, and Tyler Perry, among others, to redevelop the playwright's home and the adjacent green space.

A grant of \$1 million from the Foundation will support completion of the project design and construction. Specifically, the project will restore two rooms to their original state and connect the space to the outdoor theater; convert four rooms into creative meeting spaces for writers, playwrights, and fellows; construct an addition to the side of the building to include stairs, an elevator, and access to the roof; and create a rooftop terrace to provide space for outdoor learning, meetings, and receptions. The renovation also will include installation of a closed loop geothermal HVAC system, storm water retention, and indoor air quality ventilation. Highlights of the green space redevelopment include adding a 200-seat outdoor theater, a garden area, and an interpretive walkway. Over time, the organization plans to rehab two adjacent homes to serve as residences for fellows and their families.



### PAUL ELLIS, JR.

In 2005, attorney, longtime Hill District resident, and nephew of August Wilson, Paul Ellis, Jr., purchased Wilson's childhood home on Bedford Avenue, which, thanks to his efforts, is now listed on the National Register of Historic Places. He also founded Daisy Wilson Artist Community—named to honor Wilson's mother—and serves as the president and CEO of the nonprofit organization, which owns the property.

In the years since, Ellis has tirelessly pursued funding and formed strategic partnerships around construction, preservation, and community engagement to transform the building and grounds into a multi-use space with galleries, a theater, and a residence for visiting fellows. In 2019, the Foundation awarded a grant of \$1 million to support completion of the project design and construction. As Ellis noted at the time he purchased the building, "I wanted to play a significant role in the transformation of the Hill. I consider it an honor and a blessing to be able to contribute and have a positive role."

### DR. KEVIN J. G. SNIDER

Writing recently about preparing college graduates for opportunities in the workplace of today—and tomorrow—Dr. Kevin J.G. Snider, chancellor at Penn State New Kensington, said this: "Technology is about to change our world in ways that we can't even comprehend...Innovative solutions to problems are what companies will need across industries and functions in the 4.0 era, and the people who can provide them will be invaluable."

Snider's understanding of technology (digital twinning, augmented reality, and artificial intelligence, among other aspects of the field) and its critical role in the workforce of the future make Penn State New Kensington an ideal home for the Digital Innovation Lab, which is receiving support from the Foundation. He calls it "a tremendous boost to our efforts to revitalize a Rust Belt area," noting that "the Digital Innovation Lab will give the area an entrepreneurial ecosystem focused on building Industry 4.0 awareness and skill sets in area youth, college students, community members, and local business and industry."

Snider holds bachelor's and master's degrees in international relations from San Francisco State University and a Ph.D. in political science and government from American University. Prior to his leadership role at Penn State New Kensington, he was an administrator and chief of staff to the president at Indiana State University.



ECONOMIC GROWTH  
CONNECTION,  
PENN STATE  
NEW KENSINGTON

## Collaborating on a Digital Innovation Lab

**Founded in 2000**, the Economic Growth Connection (EGC) fosters economic growth and development in Westmoreland County. As a broker among industry, small business, and government entities, EGC has supported the creation and retention of more than 30,000 jobs and contributed more than \$200 million to projects in the county. EGC is an active partner in efforts to redevelop the largely vacant Fifth Avenue business district in New Kensington, a city in which 23 percent of the residents live below the poverty line.

Penn State New Kensington (PSNK), founded in 1958 to serve portions of Allegheny, Armstrong, Butler, Indiana, and Westmoreland counties, provides affordable, quality education in a small campus environment to nearly 600 students who matriculate annually. As part of the university's 2015 initiative to leverage its resources and entrepreneurial spirit to affect communities across Pennsylvania, branch

campuses such as PSNK were encouraged to launch local initiatives that connect the campus to the local community. Two years later, EGC partnered with the Westmoreland County Industrial Development Corporation (WCIDC) to redevelop a Fifth Avenue building that now houses The Corner, PSNK's business incubator that provides free business workshops, mentoring, co-working space, and meeting rooms to students, educators, businesses, and community members. The Fifth Avenue location was chosen to encourage additional activity and investment in the downtown corridor, which is conveniently located for many of New Kensington's residents.

EGC, WCIDC, PSNK, and the Foundation also have been exploring opportunities to support the region's manufacturing sector, which employs 13 percent of the county's workforce, many of whom work in small- and medium-sized companies that are not

equipped to integrate emerging digital technologies into their operations and, thus, are at risk of falling behind competitors.

To bridge this gap, the Foundation and the other entities envision a Penn State New Kensington-led Digital Innovation Lab (DIL) that would serve as a research and learning center at which regional manufacturers can learn about and test emerging digital manufacturing technologies, network with larger-industry partners, such as Siemens, and, if situated on Fifth Avenue

in downtown New Kensington, attract additional investment in the neighborhood. A Foundation grant of \$4 million to EGC will support construction of the DIL, which EGC will own, while a \$1.5 million grant from the Foundation to PSNK, a rent-paying tenant responsible for DIL's operation, will provide \$850,000 to support one year of DIL operations and \$650,000 to purchase and install furnishings, with any unused furnishing funds redirected to support operating costs.

## Planning for the Future of Travel

**The Northeast Ohio Areawide Coordinating Agency (NOACA)** is a federally designated and federally funded metropolitan planning organization for northeast Ohio. In 2018, NOACA entered into a public-private partnership with Hyperloop Transportation Technologies (HTT) to share costs, knowledge, and intellectual property related to a feasibility study to connect Chicago, Cleveland, and Youngstown through a Hyperloop transportation system, which, as Tesla's Elon Musk first envisioned in 2013, would connect cities through high-speed passenger and freight capsules travelling through evacuated tubes, much as pneumatic tubes carry bank documents between cars and tellers at drive-up windows. Although the technology still is in development, China recently awarded HTT a \$1.5 billion contract to build a Hyperloop that links the City of Tongren to Mount Fanjing, a UNESCO World Natural Heritage site.

In addition to the NOACA and HTT study, Pennsylvania's PennDOT is spending \$2 million on a study to connect Pittsburgh to Philadelphia via Hyperloop. The missing link is the connection from Youngstown to Pittsburgh. With a Foundation grant of \$100,000, NOACA will add Pittsburgh to its study, which will include stakeholder and public engagement, site reconnaissance, preliminary route analysis, technical and financial feasibility, and project development costs. Although the cost to implement the project would be billions of dollars, the planning process will allow the region to compete for any new funding that may result from federal transportation and infrastructure legislation, if and when it passes.

## Building the Capacity of Small Businesses

**Omicelo Cares was founded** by Joshua Pollard, a native of Braddock, Pennsylvania, to address the affordable housing crisis and the poor health outcomes within specific zip codes through "demand side" economics—increasing incomes and wealth, rather than building more public housing and hospital emergency rooms. The independent nonprofit was spun off from Mr. Pollard's for-profit real estate firm, Omicelo.

Since 2017, Omicelo Cares has partnered with Foundation grantee Forward Cities to create a new community accelerator to support minority entrepreneurs in Pittsburgh. At the same time, Omicelo Cares has been working with Andrew Butcher, adjunct faculty at Carnegie Mellon University, and senior leaders from the U.S. Postal Service (USPS) to research the potential of repurposing an old post office at 566 Brushton Avenue in Homewood to serve as the physical hub to deliver educational and entrepreneurship programs to the community.

As part of the project, Omicelo Cares will work with Nationwide—an entity that owns more than 23,000 of the 34,000 post office

facilities across the country, including 1,600 that are suspended or discontinued—to purchase the post office at 566 Brushton Avenue. In partnership with Andrew Butcher and the USPS, Omicelo Cares will explore the best way to restore the facility to a community asset, a process the USPS seeks to replicate nationally.

A Foundation grant of \$600,000 will help the nonprofit purchase the post office in Homewood and refurbish it to serve as the home of Omicelo Cares 7 Pillars Business Accelerator, which will provide "last mile" capacity building to small businesses owned or operated in low- to moderate-income neighborhoods throughout the region, including Homewood. Omicelo has beta tested this program for three such businesses, one of which has since gone on to secure Series A funding, mostly from Pittsburgh investors. The Foundation's support also will allow the organization to hire three relationship managers experienced in helping companies increase their revenue by partnering with corporations, colleges, and hospitals.

### JOSHUA POLLARD

To achieve truly sustainable communities, Joshua Pollard believes in a holistic approach to real estate investment. It is this belief that led him, in 2014, to found Omicelo, a mission-driven real estate investment firm that aims to create comprehensive economic change throughout communities without unnecessary displacement of residents and businesses. According to Pollard, the company's president and CEO, we "revolutionize the approach to real estate, development, asset management, and construction... to stabilize communities that are on the cusp of significant change." A nonprofit spin-off and Foundation grantee, Omicelo Cares, addresses the affordable housing crisis and the poor health outcomes within specific zip codes through "demand side" economics—increasing incomes and wealth, rather than building more public housing and hospital emergency rooms.

Pollard holds a bachelor's degree with a dual major in economics and statistics from the University of Rochester and a management studies certificate of finance from the university's William E. Simon School of Business. He previously led U.S. housing research for Goldman Sachs and was responsible for a \$100 million portfolio of real estate securities at Pine River Capital Management. He is the recipient of numerous awards, including recognition as one of Forbes' 30 under 30 in 2011. He currently serves on the boards of several nonprofit organizations.



## Bringing Technology Jobs to Pittsburgh

In 2018, Patrick McKenna, founder and managing partner of High Ridge Venture Partners, using a seed investment of \$250,000 from the Foundation, launched One America Works (OAW), which reintegrates the American economy by shifting talent, investment, and jobs away from the west coast and back to the heartland.

Mr. McKenna has been leading a national dialogue about technology companies seeking to exit Silicon Valley because of the high cost of living, low quality of life, rising costs to obtain talent, and effects of tax reform. Stories on the topic have appeared in the New York Times (“Silicon Valley is Over, Says Silicon Valley”) and the Wall Street Journal. To date, most of companies exiting Silicon Valley have gone to Salt Lake City, Utah; Phoenix, Arizona; or Austin, Texas; without even considering cities such as Pittsburgh.

OAW made progress toward its initial goal to create 100 jobs within 18 months. Specifically, OAW hired two experienced, Silicon Valley-based entrepreneurs and technologists to represent Pittsburgh; created a “Growth Playbook” to market the region to companies and venture investors; established relationships with a network of venture investors, hosting a tour of Pittsburgh for 13 of them; and developed new video content and website resources to raise the bar for how Pittsburgh leverages its renaissance story.

Through its growing network and direct outreach, OAW connected with more than 325 Silicon Valley companies seeking to expand their presence to a new city. Within that pipeline, one company has moved four people to Pittsburgh with plans to add five more in 2020, and 15 other companies are expected to decide about making a commitment to Pittsburgh by early 2020. Even if only 20 to 30 percent of those prospects materialize, 70 to 100 new jobs will be created for Pittsburgh. In addition, Pittsburgh-based technology companies Duolingo and IAM Robotics are working with OAW to recruit as many as 31 developers and project managers from Silicon Valley to work in Pittsburgh. OAW has also been partnering with the local universities, InnovatePGH, the Allegheny Conference, and the City of Pittsburgh and Allegheny County to align economic development efforts.

With a grant of \$1 million from the Foundation, OAW will maintain two representatives in Silicon Valley to reach out directly to companies; hire a Pittsburgh director; coordinate events; develop new tools and marketing content to recruit Silicon Valley companies; and expand efforts to rust-belt cities located close to Pittsburgh, including Cleveland and one as-yet undetermined city, all in an effort to attract 500 new technology jobs to Pittsburgh over a two-year period.

## Helping Nonprofits Build Capacity

**Pittsburgh Glass Center (PGC)** is a school, gallery, and state-of-the-art green glass studio, one of only a few public access glass art centers in the U.S. PGC drives economic development in its East End neighborhood and strives to partner with other organizations in the nonprofit sector. For example, PGC shares a chief financial officer with four other organizations and is part of an arts capitalization collaborative. Because of its history of collaboration and productive use of capacity-building resources, PGC was a natural choice to serve as the fiscal agent for a capacity-building pilot project undertaken in partnership with KPMG.

When the Foundation launched its online application portal in December 2018, the application included a questionnaire around the capacity needs of each potential grantee in six key areas: leadership, financial management, facilities, systems, strategy, and organizational realignment. Collecting this data helps the Foundation understand the issues that limit the performance of both individual grantees and the nonprofit sector as a whole. To date, the more than 200 self-assessments completed by grantees indicate a need for assistance across the board.

However, fewer organizations in the region offer capacity-building assistance for these agencies. In addition, the small number of consultants—especially for projects in the \$10,000 to \$25,000 range—remains a challenge. Large consulting firms, however, have both the expertise and the desire to work in this sector.

To address this gap, Foundation staff approached KPMG, the leading provider of professional services to the “development sector,” with a unique inquiry: if the Foundation combined six to eight grantee projects, would the engagement opportunity be attractive to the firm? In response, KPMG provided the Foundation with a proposal to work with up to eight nonprofit organizations on their most pressing capacity issues, which the Foundation is funding with a grant of \$150,000. PGC will serve as the fiscal agent for the project, reducing the need to recommend grants to eight individual organizations.

**When capacity building is successful, it strengthens a nonprofit’s ability to fulfill its mission over time.**



PITTSBURGH SYMPHONY, INC.

## Supporting All Facets of the Symphony

Founded in 1895, the Pittsburgh Symphony Orchestra (PSO) today performs more than 100 concerts per year and serves an audience of more than 300,000. The PSO owns and operates Heinz Hall, which has served as its home in the cultural district since 1971. In recent years, under the leadership of President and CEO Melia Tourangeau and Musical Director Manfred Honeck, the PSO has signed a new contract with its musicians, expanded its programming to reach new audiences, and shifted from annual operating deficits to accrual surpluses in two consecutive years. The PSO also continues to build upon its reputation as one of the

best orchestras in the world, performing in Austria, Belgium, France, and Germany, as well as at Lincoln Center in New York City, and at a free concert broadcast across the country on PBS, following the tragic shootings at the Tree of Life Synagogue.

With a Foundation grant of \$5.35 million, the PSO would build upon its momentum in recent years by funding its pension obligations, including a gap of \$26 million between its liabilities of \$61 million and its assets of \$35 million. Since the PSO's legacy pension plans are not fully funded and annuitized (all new employees have defined

**“We need not be ashamed to take this orchestra to New York...I think it is the best orchestra, with the exception of possibly the Boston Symphony, in the United States...”**

— Andrew Carnegie, as quoted in the Pittsburgh Post, November 18, 1899

contribution plans), the cost of servicing those liabilities increases when interest rates decline. As risk-free rates are projected to decline even further in the years to come, the PSO must seek outside funding to make up for this loss in interest income without adding new risk to its investment portfolio. The Foundation's support will allow PSO to address its immediate pension liability and create a task force of finance experts to explore the use of annuities, plan terminations, lump-sum payments, and other financial tools to shield against rate volatility.

Lastly, Foundation support of PSO operations includes more than 100 concerts, including 47 BNY Mellon Grand Classics at Heinz Hall; 26 PNC Pops concerts; 15 Broadway performances; and 15 special concerts. The PSO will also conduct educational and community programming, including its Fiddlesticks family concerts, school time concerts, and sensory concerts. The PSO would also hire a new Principal Pops Conductor, a position that has been vacant for seven years, ever since the death of longtime conductor, Marvin Hamlisch.

The Foundation grant also will support the first major capital improvements to Heinz Hall since 1995, including replacing all theater seating; installing wheelchair accessible entry points; repainting and carpeting; renovating the backstage room and Maestro's Suite, which have not been renovated since 1971; and remodeling rooms that contribute to earned income.



### MELIA TOURANGEAU

The first woman and youngest president and CEO in the Pittsburgh Symphony Orchestra's 124-year history, Melia Tourangeau previously served as head of the Utah Symphony in Salt Lake City, Utah, and prior to that role, held various posts with the Grand Rapids Symphony in Michigan and the Akron Symphony Orchestra in Ohio.

Under her leadership and with support from the Foundation, the PSO is working to fund a gap in its pension obligations, an area in which, according to Tourangeau, the symphony is "hyper-focused." It also will make much needed capital improvements to Heinz Hall, offer a diverse array of concerts for adults and children, conduct educational and community programming, and hire a new principal Pops conductor.

Tourangeau earned a Bachelor of Music degree from the Oberlin College Conservatory of Music with a major in piano performance and a minor in musicology. She holds a master's degree in public administration with an emphasis on nonprofit leadership from Grand Valley State University in Allendale, Michigan. She serves on the board of the Young Presidents Organization and the International Women's Forum and as an officer for Group1 Managers at the League of American Orchestras.

**\$44,188,078**

GRANTS & PRIs APPROVED

**66**

TOTAL GRANTS & PRIs



**34%**

of Total Grants & PRIs

# Grant and Program Related Investment Summary

**Advanced Robotics for Manufacturing Institute**

PITTSBURGH, PA  
\$34,500 to engage Research Triangle Institute to conduct market research

**African American Cultural Center**

PITTSBURGH, PA  
\$1,450,000 toward support of operations, programming, and capacity-building efforts for the August Wilson Cultural Center

**Allegheny Conference on Community Development**

PITTSBURGH, PA  
\$495,000 toward operations to improve the Pittsburgh region's economy and quality of life

**ALMONO, LP**

PITTSBURGH, PA  
\$10,000,000 as a program-related investment to renovate the roundhouse building on the Hazelwood Green site

**ALMONO, LP**

PITTSBURGH, PA  
\$1,500,000 as a program-related investment to install solar panels to support the energy needs for Hazelwood Green's public plaza, parking lots, and electric vehicle charging stations

**ALMONO, LP**

PITTSBURGH, PA  
\$937,178 as a program-related investment toward support of operations

**Alumni Theater Company**

PITTSBURGH, PA  
\$100,000 toward support of operations for the current performance season

**Bricolage**

PITTSBURGH, PA  
\$250,000 toward two-year support to launch Project Amelia and conduct strategic planning

**Bridgeway Capital**

PITTSBURGH, PA  
\$50,000 toward a collaboration with Postindustrial Media to publicize economic recovery occurring in Homewood and New Kensington

**Bridgeway Capital**

PITTSBURGH, PA  
\$650,000 toward renovations to improve tenant space and safety at 7800 Susquehanna, and for Craft Business Accelerator efforts in minority communities and low-income neighborhoods

**Carnegie Institute**

PITTSBURGH, PA  
\$200,000 to develop the former Rosa Villa site into a multi-use building for the Andy Warhol Museum

**Carnegie Mellon University**

PITTSBURGH, PA  
\$95,000 to support Metro21's examination of short-term transportation solutions that would result in greater connectivity between Hazelwood Green and Oakland

**Catalyst Connection**

PITTSBURGH, PA  
\$1,000,000 toward growth in employment in advanced manufacturing careers (\$250,000) and to support relocation to Hazelwood Green (\$750,000)

**Children's Museum of Pittsburgh**

PITTSBURGH, PA  
\$650,000 toward two-year support of exhibits, operations, the development of a new Inside Out exhibit, and planning for a new Museum Workshop

**City of Pittsburgh**

PITTSBURGH, PA  
\$187,000 to purchase a regenerative street sweeper

**City Theatre Company, Inc.**

PITTSBURGH, PA  
\$310,000 toward support of operations and development of a new media strategy

**Community Foundation of Greater Johnstown**

JOHNSTOWN, PA  
\$485,000 toward a joint grantmaking program (\$450,000) and to conduct an economic impact study of the program (\$35,000)

**Community Theater Project Corporation**

PITTSBURGH, PA  
\$350,000 toward support of operations

**Daisy Wilson Artist Community, Inc.**

PITTSBURGH, PA  
\$1,000,000 toward restoration of the August Wilson House

**East Liberty Development Incorporated**

PITTSBURGH, PA  
\$45,000 to develop a financial assessment and plan by Schneider Downs

**Economic Growth Connection of Westmoreland**

GREENSBURG, PA  
\$4,000,000 to support the construction of a digital innovation lab in partnership with Penn State New Kensington

**Economic Growth Connection of Westmoreland**

GREENSBURG, PA  
\$500,000 toward support of architectural design and business plan development for a digital manufacturing lab in New Kensington

**Fort Ligonier Association**

LIGONIER, PA  
\$50,000 to identify and hire a professional firm to conduct a search for a new executive director

**Forward Cities, Inc.**

DURHAM, NC  
\$425,000 toward support of programs to encourage entrepreneurship and small business growth in Pittsburgh and New Kensington

**Friends of the Riverfront**

ETNA, PA  
\$50,000 to engage volunteers in projects to protect and improve the Three Rivers Heritage Trail

**Grantmakers of Western Pennsylvania**

PITTSBURGH, PA  
\$23,000 toward support of operations

## REGIONAL ECONOMIC DEVELOPMENT

### Green Building Alliance

PITTSBURGH, PA  
\$400,000 toward support of operations and the Pittsburgh Green Story

### Historical Society of Western Pennsylvania

PITTSBURGH, PA  
\$510,000 toward support of Smithsonian-quality exhibitions, innovative programs, and restoration and installation of the Mellon Bank clock

### Independent Sector

WASHINGTON, DC  
\$200,000 toward costs associated with the 2020 national conference in Pittsburgh

### Latrobe - GLSD Parks & Recreation Commission

LATROBE, PA  
\$500,000 to create a multi-recreational complex and outdoor amenities

### The Mountain Playhouse, Inc.

JENNERSTOWN, PA  
\$200,000 toward support of operations

### National Park Foundation

WASHINGTON, DC  
\$75,000 to develop a comprehensive management plan to extend the national Lewis and Clark Trail to Pittsburgh

### New Hazlett Center for the Performing Arts

PITTSBURGH, PA  
\$250,000 toward support of operations (\$200,000) and one-time support for upgrades in the performance space (\$50,000)

### Northeast Ohio Areawide Coordinating Agency

CLEVELAND, OH  
\$100,000 to complete a Hyperloop feasibility study, extending the existing Chicago-Cleveland-Youngstown study corridor to Pittsburgh

### Omicelo Cares, Inc.

PITTSBURGH, PA  
\$600,000 to purchase a post office facility in Homewood to serve as a hub for entrepreneurship and wealth creation programs

### One America Works, Inc.

MIAMI BEACH, FL  
\$1,000,000 toward two-year support of operations and to expand the platform to bring more technology jobs to Pittsburgh

### Operation Better Block, Inc.

PITTSBURGH, PA  
\$400,000 to provide resident services, programs, and economic development projects in the community of Homewood

### PA Cleanways of Allegheny County, Inc.

PITTSBURGH, PA  
\$106,000 toward two-year support of operations (\$100,000) and the installation of six new cameras in Homewood (\$6,000)

### Pennsylvania Association for Sustainable Agriculture

MILLHEIM, PA  
\$54,000 to assist western Pennsylvania farmers and growers in meeting requirements under the federal Food Safety and Modernization Act through food safety trainings, preparation for on-farm safety audits, and cost-share for certification

### The Pennsylvania State University - New Kensington

NEW KENSINGTON, PA  
\$1,500,000 to support operations of a digital innovation lab (\$850,000) and purchase and install facility furnishings (\$650,000) in partnership with Economic Growth Connection

### Pittsburgh Ballet Theatre, Inc.

PITTSBURGH, PA  
\$350,000 toward nine-month support of operations

### Pittsburgh Bike Share

PITTSBURGH, PA  
\$150,000 toward support of operations, and to add 30 new stations to the Healthy Ride system, expand the neighborhood ambassadors program, and strengthen the partnership with the Port Authority of Allegheny County

### The Pittsburgh Foundation

PITTSBURGH, PA  
\$141,400 to support the Urban Redevelopment Authority's development of a new organizational strategy

### The Pittsburgh Foundation

PITTSBURGH, PA  
\$50,000 to assist in an executive search for the City of Pittsburgh, Urban Redevelopment Authority, and the Housing Authority

### Pittsburgh Glass Center, Inc.

PITTSBURGH, PA  
\$150,000 toward a capacity-building analysis

### Pittsburgh Glass Center, Inc.

PITTSBURGH, PA  
\$20,000 to engage a market research firm to inform strategy and direction of the studio and facility expansion

### Pittsburgh Hispanic Development Corporation

PITTSBURGH, PA  
\$200,000 toward two-year support of operations for the Pittsburgh Hispanic Business Incubator

### Pittsburgh Opera, Inc.

PITTSBURGH, PA  
\$300,000 toward support of operations

### Pittsburgh Playwrights Theatre Company

PITTSBURGH, PA  
\$25,000 toward production of *Gem of the Ocean* by August Wilson

### The Pittsburgh Public Theater Corporation

PITTSBURGH, PA  
\$300,000 toward support of operations for the 45th anniversary season

### Pittsburgh Symphony, Inc.

PITTSBURGH, PA  
\$350,000 toward support of operations for the 2019-2020 fiscal year and the Principal Pops Conductor roll-out

### Pittsburgh Symphony, Inc.

PITTSBURGH, PA  
\$5,000,000 toward three-year support of the organization's legacy pension obligation, and capital improvements to Heinz Hall

### Pittsburgh Trust for Cultural Resources

PITTSBURGH, PA  
\$150,000 to conduct cybersecurity audits and training for member arts organizations, and develop a blockchain ticketing system

### Pittsburgh Trust for Cultural Resources

PITTSBURGH, PA  
\$50,000 to create a business plan for the implementation of a centralized IT service across the consortium of organizations using Tessitura

### The Progress Fund

GREENSBURG, PA  
\$250,000 to rebuild the canopies surrounding the historic Coraopolis train station

### Research Triangle Institute

RESEARCH TRIANGLE PARK, NC  
\$50,000 to assess the feasibility and scope out the requirements of a digital lab in New Kensington

### RIDC Southwestern Pennsylvania Growth Fund

PITTSBURGH, PA  
\$3,610,000 as a program-related investment made to install a solar array to provide energy for the Mill 19 building at Hazelwood Green

### Riverlife

PITTSBURGH, PA  
\$200,000 toward support of operations

### Southwestern Pennsylvania Corporation

PITTSBURGH, PA  
\$50,000 for an executive search to hire a CEO

### StartUptown

PITTSBURGH, PA  
\$500,000 toward a partnership with Cambridge Innovation Center and Venture Cafe to build local startup infrastructure that accelerates and increases entrepreneurship and innovation activity

### StartUptown

PITTSBURGH, PA  
\$550,000 toward two-year support of a public-private partnership for new mobility options, piloting in Hazelwood Green and the Pittsburgh Innovation District

### Thrill Mill, Inc.

PITTSBURGH, PA  
\$595,000 toward support of operations

### University of Pittsburgh, Graduate School of Public and International Affairs

PITTSBURGH, PA  
\$90,000 toward two-year support of operations for The Congress of Neighboring Communities

### Urban Manufacturing Alliance

BROOKLYN, NY  
\$25,000 toward costs associated with convening real estate industrial developers at 7800 Susquehanna in Homewood

### Wilkinsburg Community Development Corporation

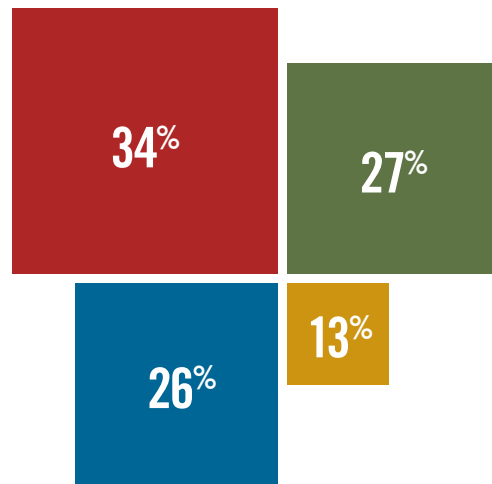
WILKINSBURG, PA  
\$250,000 to reduce debt incurred to complete the Wilkinsburg Train Station

### WQED Multimedia

PITTSBURGH, PA  
\$50,000 toward two-year support to update the award-winning documentary on Jonas Salk and his development of the polio vaccine

# APPROPRIATIONS 2019

% of Approved Grants & PRIs



BY PROGRAM PRIORITY	NUMBER OF GRANTS & PRIs	APPROVED GRANTS & PRIs
Regional Economic Development	66	\$ 44,188,078
Education	24	17,238,000
Human Services	49	33,097,500
Conservation	33	34,613,000
<b>Totals</b>	<b>172</b>	<b>\$129,136,578</b>

BY GEOGRAPHIC AREA

Pittsburgh + Southwestern PA	\$ 102,632,578
Other	26,504,000
<b>Total</b>	<b>\$129,136,578</b>

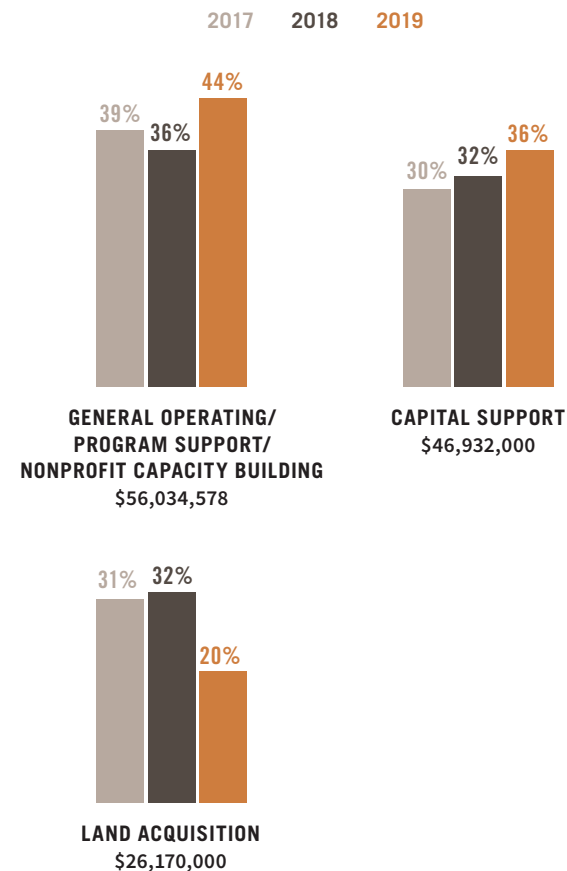
NET INVESTMENT INCOME

1947 through 2018	\$ 1,694,512,270
2019	50,791,132
<b>Total</b>	<b>\$1,745,303,402</b>

GRANTS PAID + PROGRAM-RELATED INVESTMENTS

1947 through 2018	\$ 2,667,524,157
2019	127,453,430
<b>Total</b>	<b>\$2,794,977,587</b>

BY SUPPORT TYPE



## STATEMENTS OF FINANCIAL POSITION

December 31,	2019	2018
<b>ASSETS</b>		
Cash	\$ 2,013	\$ 6,448
Other current assets	5,548,302	5,747,000
Investments:		
Equities	1,426,191,644	1,220,545,094
Fixed income	577,134,719	545,316,623
Temporary investments	84,151,103	60,444,248
Alternative investments	631,160,350	519,580,585
<b>Subtotal</b>	<b>2,718,637,816</b>	<b>2,345,886,550</b>
Payable from unsettled securities purchases, net	(2,253,850)	(1,259,282)
<b>Total investments</b>	<b>2,716,383,966</b>	<b>2,344,627,268</b>
Program-related assets	138,665,740	104,696,165
<b>Total assets</b>	<b>\$2,860,600,021</b>	<b>\$2,455,076,881</b>
<b>LIABILITIES AND NET ASSETS</b>		
Liabilities:		
Grants payable	\$ 27,782,019	\$ 31,198,871
Deferred federal excise taxes	7,808,026	2,763,489
Appropriations for program-related assets	138,665,740	104,696,165
<b>Total liabilities</b>	<b>174,255,785</b>	<b>138,658,525</b>
Net assets without restrictions	2,686,344,236	2,316,418,356
<b>Total liabilities and net assets</b>	<b>\$2,860,600,021</b>	<b>\$2,455,076,881</b>

The accompanying notes are an integral part of these financial statements.

## STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

For the year ended December 31,	2019	2018
<b>INCOME</b>		
Investment income	\$ 75,224,520	\$ 70,032,771
Realized gains on investments	150,181,319	111,241,768
Unrealized gains (losses) on investments	285,379,529	(220,863,839)
<b>Total income</b>	<b>510,785,368</b>	<b>(39,589,300)</b>
Less: Investment management expenses	(8,683,470)	(9,875,119)
<b>Net investment return</b>	<b>502,101,898</b>	<b>(49,464,419)</b>
<b>EXPENSES</b>		
Grants approved, net of rescissions	116,426,100	113,628,517
Administrative and program	7,025,875	6,282,743
Provision for taxes	3,679,506	1,526,473
Provision for deferred taxes	5,044,537	(2,208,638)
<b>Total expenses</b>	<b>132,176,018</b>	<b>119,229,095</b>
<b>Change in net assets without restrictions</b>	<b>369,925,880</b>	<b>(168,693,514)</b>
<b>NET ASSETS WITHOUT RESTRICTIONS</b>		
Beginning of period	2,316,418,356	2,485,111,870
End of period	\$2,686,344,236	\$2,316,418,356

The accompanying notes are an integral part of these financial statements.

## STATEMENTS OF CASH FLOWS

For the year ended December 31,	2019	2018
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Change in net assets without restrictions	\$369,925,880	(\$168,693,514)
Adjustments to reconcile change in net assets without restrictions to net cash used by operating activities:		
Accretion	(664,352)	(391,514)
Deferred federal excise taxes	5,044,537	(2,208,639)
Realized gains on investments	(150,181,319)	(111,241,768)
Unrealized (gains) losses on investments	(285,379,529)	220,863,839
Increase (decrease) in cash from changes in:		
Other current assets	198,698	(311,677)
Program-related assets	(33,969,575)	(12,190,565)
Grants payable	(3,416,852)	1,344,205
Appropriations for program-related assets	33,969,575	11,440,565
<b>Net cash used by operating activities</b>	<b>(64,472,937)</b>	<b>(61,389,068)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchases of investments	(1,052,235,006)	(938,359,892)
Proceeds from sales of investments	1,116,703,508	999,128,817
<b>Net cash provided by investing activities</b>	<b>64,468,502</b>	<b>60,768,925</b>
Net change in cash	(4,435)	(620,143)
<b>CASH</b>		
<b>Beginning of year</b>	<b>6,448</b>	<b>626,591</b>
<b>End of year</b>	<b>\$ 2,013</b>	<b>\$ 6,448</b>

The accompanying notes are an integral part of these financial statements.

## 2019 SUMMARY OF INVESTMENTS

	December 31, 2019	
	Book Value	Fair Value
Equities	\$ 1,066,232,834	\$ 1,426,279,723
Fixed income	590,360,151	577,134,719
Temporary investments	84,139,896	84,151,103
Alternative investments	413,922,627	628,818,421
<b>Total investments</b>	<b>\$2,154,655,508</b>	<b>\$2,716,383,966</b>

The accompanying notes are an integral part of these financial statements.

## 2018 SUMMARY OF INVESTMENTS

	December 31, 2018	
	Book Value	Fair Value
Equities	\$ 1,062,541,042	\$ 1,220,477,414
Fixed income	588,518,789	545,316,623
Temporary investments	60,447,448	60,444,248
Alternative investments	356,771,060	518,388,983
<b>Total investments</b>	<b>\$2,068,278,339</b>	<b>\$2,344,627,268</b>

The accompanying notes are an integral part of these financial statements.

# NOTES TO FINANCIAL STATEMENTS

## NOTE 1: SIGNIFICANT ACCOUNTING POLICIES

### Basis of Accounting

The accompanying financial statements of the Richard King Mellon Foundation (Foundation) are prepared on the accrual basis of accounting.

### Nature of Operations

The purpose of the Foundation is to provide grants to organizations in Pittsburgh and Southwestern Pennsylvania, primarily in the areas of Regional Economic Development, Education, and Human Services and NonProfit Capacity Building. Its interest in the area of Conservation is national.

### Cash

Cash includes operating accounts plus domestic income cash held in bank custody accounts.

### Investments

In accordance with the authoritative guidance on fair value measurements and disclosures under Generally Accepted Accounting Principles (GAAP), the Foundation discloses the fair value of its investments in a hierarchy that prioritizes the inputs to valuation techniques used to measure the fair value. Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy under GAAP are as follows:

**LEVEL 1:** Inputs that reflect unadjusted quoted prices in active markets for identical assets or liabilities that the Foundation has the ability to access at the measurement date.

**LEVEL 2:** Inputs other than quoted prices that are observable for the asset or liability either directly or indirectly, including inputs in markets that are not considered to be active.

**LEVEL 3:** Inputs that are unobservable.

Inputs are used in applying the various valuation techniques and refer to the assumptions that market participants use to make valuation decisions. Inputs may include price information, credit data, liquidity statistics,

interest rates, yield curves, volatilities, prepayment speeds, default rates, and other factors. A financial instrument's level, within the fair value hierarchy, is based on the lowest level of any input that is significant to the fair value measurement. The Foundation considers observable data to be that market data which is readily available and reliable and provided by independent sources. The categorization of a financial instrument within the hierarchy is therefore based upon the pricing transparency of the instrument and does not necessarily correspond to the Foundation's perceived risk of that instrument.

Investments whose values are based on quoted market prices in active markets are classified as Level 1 and include active listed equities and certain short-term fixed income investments. The Foundation does not adjust the quoted price for such instruments, even in situations where the Foundation holds a large position and a sale of all its holdings could reasonably impact the quoted price.

Investments that trade in markets that are not considered to be active, but are valued based on quoted market prices, dealer quotations, or alternative pricing sources, are classified as Level 2. These include certain U.S. government and sovereign obligations, government agency obligations, investment grade corporate bonds and less liquid equity securities.

Investments classified as Level 3 have significant unobservable inputs, as they trade infrequently or not at all. The inputs into the determination of fair value are based upon the best information in the circumstance and may require significant management judgment. Certain of the Foundation's investments in stocks, equity positions in private companies, and long-term debt instruments are classified as Level 3 because they do not have an active market.

The fair value of the Foundation's alternative investments are measured using the net asset value (NAV) per share, or its equivalent, as a practical expedient. The practical expedient is an acceptable method under GAAP to determine the fair value of certain NAV investments that (a) do not have a readily determinable fair value predicated upon a public market and (b) either have the attributes of an investment company or prepare their financial statements consistent with the measurement principles of an investment company under GAAP. These investments are primarily made under agreements to participate in

limited partnerships and are generally subject to certain withdrawal restrictions. Values for these partnerships, which may include investments in both nonmarketable and market-traded securities, are provided by the general partner and may be based on recent transactions, cash flow forecasts, appraisals and other factors. Market values may be discounted for concentration of ownership. Because of the inherent uncertainty of valuing the investments in such partnerships and certain of the underlying investments held by the partnerships, the Foundation's estimate of fair value may differ significantly from the values that would have been used had a ready market for the investments existed. The financial statements of the limited partnerships are audited annually by independent auditing firms. Investments in these partnerships may be illiquid, and thus there can be no assurance that the Foundation will be able to realize the value of such investments in a timely manner. The Foundation believes that the use of the practical expedient for its alternative investments is a reasonable estimate of fair value as of December 31, 2019 and 2018.

The Foundation's investments are exposed to various risks, such as interest rate, market and credit. Due to the level of risk associated with investments and the level of uncertainty related to changes in the value of investments, it is at least reasonably possible that significant changes in risks in the near term may materially affect the amounts reported in the financial statements.

Realized gain (loss) from dispositions of investments is determined by specific cost identification. Unrealized gain (loss) of investments represents the change in the difference between fair value quotations and the total book value of investments held at the beginning and end of the year.

#### Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements. Estimates also affect the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

#### Grants

Grants approved, net of rescissions are recognized at the time of approval provided the grant is not subject to significant future conditions.

#### Program-Related Assets

The Foundation makes investments which advance its charitable mission and qualify as charitable distributions by the Internal Revenue Service. Such investments, which include loans made to various organizations and equity investments in limited partnerships, earn below risk-adjusted market rates of return. Management has reviewed the program-related assets and believes no allowance is necessary as of December 31, 2019 and 2018.

#### Recently Issued Accounting Standards

In June 2018, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") 2018-08, Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made, which clarifies whether transactions should be accounted for as contributions (nonreciprocal) or exchange transactions (reciprocal), as well as the framework for determining whether a contribution is conditional. ASU 2018-08 is effective for the fiscal years beginning after December 15, 2019. Early adoption is permitted. The Foundation is currently assessing the impact this standard will have on its financial statements.

In August 2018, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") 2018-13 ("ASU 2018-13"), Fair Value Measurement (Topic 820): Disclosure Framework—Changes to the Disclosure Requirements for Fair Value Measurement, which adds, removes, and modifies certain aspects of the fair value disclosure. ASU 2018-13 amendments are the result of a broader disclosure project, FASB Concepts Statement Conceptual Framework for Financial Reporting – Chapter 8: Notes to Financial Statements, to improve the effectiveness of the fair value disclosure requirements. ASU 2018-13 is effective for the fiscal years beginning after December 15, 2019; early adoption is permitted. The Foundation is currently assessing the impact this standard will have on its financial statements.

#### NOTE 2: TAXES

The Foundation is exempt from federal income taxes under Section 501(c) (3) of the Internal Revenue Code. The Foundation is subject to a federal excise tax equal to 2% of net investment income, which consists of interest and dividend income, realized gains on sales of investments less realized losses to the extent that they can be offset against realized gains, less related investment expenses. The Foundation met certain distribution requirements defined in Section 4940 of the Internal Revenue Code, resulting in a reduced tax of 1% of net investment income for the years ended December 31, 2019 and 2018.

Legislation was passed in 2019 that simplifies the private foundation excise tax on investment income by replacing the two-tier system (1% and 2%) with a flat rate of 1.39%, effective January 1, 2020.

At December 31, 2019 and 2018, deferred federal excise taxes are provided at 1.39% and 1%, which is the rate expected to be paid on unrealized gains on investments.

The Foundation is subject to the authoritative guidance on accounting for uncertainty in income taxes issued under Generally Accepted Accounting Principles. This guidance establishes a minimum threshold for financial statement recognition of the benefit of positions taken in filing tax returns (including whether an entity is taxable in a particular jurisdiction) and requires certain expanded tax disclosures. The Foundation has recorded no uncertain tax liabilities pursuant to this guidance. The Foundation

continually reviews its tax positions and such conclusions under the guidance based on factors including, but not limited to, ongoing analyses of tax laws and regulations.

#### NOTE 3: COMMITMENTS

The Foundation is a Limited Partner in limited partnerships for investment purposes. At December 31, 2019 and 2018, the Foundation had contractually committed to additional investments of \$399.9 million and \$406.7 million, respectively.

At December 31, 2019, the Foundation had outstanding trades to purchase and sell investments with a settlement date in 2020 of \$2.9 million and \$0.6 million for a net payable of \$2.3 million. At December 31, 2018, the

Foundation had outstanding trades to purchase and sell investments with a settlement date in 2019 of \$1.5 million and \$0.2 million for a net payable of \$1.3 million. These transactions are reflected within the financial statements on a net basis.

The Foundation seeks to maintain enough liquidity to meet the cash needs for the following year's general expenditures. At December 31, 2019 and 2018, the Foundation had \$2,093.0 million and 1,832.1 million in financial assets available for use within one year to meet its cash needs, which included cash, other current assets, equities, fixed income and temporary investments.

#### NOTE 4: FAIR VALUE MEASUREMENTS

The following table presents the investments carried on the Statements of Financial Position by level within the valuation hierarchy as of December 31, 2019 and 2018:

##### Investments at Fair Value as of December 31, 2019

Investments	Level 1	Level 2	Level 3	NAV	Total
Equities	\$ 985,534,636	\$ 118,818	\$11,047,812	\$ 429,490,378	<b>\$1,426,191,644</b>
Fixed income	232,704,148	146,642,928	0	197,787,643	<b>577,134,719</b>
Temporary investments	84,151,103	0	0	0	<b>84,151,103</b>
Alternative investments	0	0	0	631,160,350	<b>631,160,350</b>
Total investments	\$1,302,389,887	\$146,761,746	\$11,047,812	\$1,258,438,371	<b>\$2,718,637,816</b>

##### Payables from unsettled securities purchases, net at Fair Value as of December 31, 2019

Payables, net	Level 1	Level 2	Level 3	NAV	Total
Equities	\$88,079	\$0	\$0	\$0	<b>\$88,079</b>
Fixed income	0	0	0	0	-
Alternative investments	0	0	0	(2,341,929)	<b>(2,341,929)</b>
Total payables, net	\$88,079	\$0	\$0	(\$2,341,929)	<b>(\$2,253,850)</b>

##### Investments at Fair Value as of December 31, 2018

Investments	Level 1	Level 2	Level 3	NAV	Total
Equities	\$ 783,032,036	\$ 375,750	\$18,115,261	\$ 419,022,047	<b>\$1,220,545,094</b>
Fixed income	214,043,224	145,182,080	0	186,091,319	<b>545,316,623</b>
Temporary investments	60,444,248	0	0	0	<b>60,444,248</b>
Alternative investments	0	0	0	519,580,585	<b>519,580,585</b>
Total investments	\$1,057,519,508	\$145,557,830	\$18,115,261	\$1,124,693,951	<b>\$2,345,886,550</b>

##### Payables from unsettled securities purchases, net at Fair Value as of December 31, 2018

Payables, net	Level 1	Level 2	Level 3	NAV	Total
Equities	(\$67,680)	\$0	\$0	\$0	<b>(\$67,680)</b>
Fixed income	0	0	0	0	-
Alternative investments	0	0	0	(1,191,602)	<b>(1,191,602)</b>
Total payables, net	(\$67,680)	\$0	\$0	(\$1,191,602)	<b>(\$1,259,282)</b>

There were no significant transfers between Levels 1, 2, and 3 during the years ended December 31, 2019 and 2018.

The following tables present a roll-forward of the amounts for the years ended December 31, 2019 and 2018 for investments classified within Level 3:

**Fair Value Measurements using Level 3 Inputs for the year ended December 31, 2019**

Investments	Balance at December 31, 2018	Net Investment Income	Realized Gain/(Loss)	Change in Unrealized Gain/(Loss)	(Sales)	Purchases	Balance at December 31, 2019
Equities	\$18,115,261	\$0	(\$3,231,281)	(\$3,572,827)	(\$2,878,964)	\$2,615,623	\$11,047,812
Fixed income	-	-	-	-	-	-	-
<b>Total investments</b>	<b>\$18,115,261</b>	<b>\$0</b>	<b>(\$3,231,281)</b>	<b>(\$3,572,827)</b>	<b>(\$2,878,964)</b>	<b>\$2,615,623</b>	<b>\$11,047,812</b>

**Fair Value Measurements using Level 3 Inputs for the year ended December 31, 2018**

Investments	Balance at December 31, 2017	Net Investment Income	Realized Gain/(Loss)	Change in Unrealized Gain/(Loss)	(Sales)	Purchases	Balance at December 31, 2018
Equities	\$15,584,415	\$0	\$39,086	(\$29,755)	(\$169,039)	\$2,690,554	\$18,115,261
Fixed income	-	-	-	-	-	-	-
<b>Total investments</b>	<b>\$15,584,415</b>	<b>\$0</b>	<b>\$39,086</b>	<b>(\$29,755)</b>	<b>(\$169,039)</b>	<b>\$2,690,554</b>	<b>\$18,115,261</b>

The Foundation has certain investments that do not have readily determinable fair values but permit direct redemption or distributions at times specified under the governing documents. As a practical expedient, the Foundation relies on the net asset value (NAV) of these investments as their fair value. The net asset values that have been provided by the investees have been derived from the fair values of the underlying investments as of the reporting date. The following table summarizes the nature of these investments and any related liquidation restrictions or other factors which may impact the ultimate value realized.

Category of Investment	Investment Strategy	Number of Funds	Fair Value Determined Using NAV	Unfunded Commitments (\$ millions)	Redemption Terms	Remaining Life
Equities	Domestic, international & emerging markets	5	\$ 429,490,378	\$ 0	(1)	n/a
Fixed income	Long-term debt, global & high yield	7	197,787,643	0	(2)	80% n/a, 19% 6 years, 1% 15 years
Alternative investments	Buyouts, distressed debt, energy, real estate & venture capital	225	631,160,350	399.9	(3)	(4)
<b>Totals</b>		<b>237</b>	<b>\$1,258,438,371</b>	<b>\$399.9</b>		

There are no current plans to sell any of these investments.

(1) All funds subject to 0-30 days prior notice, 64% subject to daily redemptions, 29% subject to monthly redemptions, 7% subject to quarterly redemptions. (2) 77% subject to monthly redemption with 3-30 days prior notice, 23% subject to quarterly redemptions. (3) All redemptions, sales, or transfers subject to approval of general partner. (4) 11% 1 year, 32% 2-5 years, 47% 6-10 years, 10% 11-15 years; all funds subject to extensions between 0-3 years.

**NOTE 5: PROGRAM-RELATED ASSETS**

The program-related assets are comprised of loan and equity assets. The scheduled loan repayment and equity recovery time frame are listed below:

December 31, 2019	Loan Program-Related Assets	Equity Program-Related Assets	Total
Due within 1 year	\$ 13,700,000	\$ -	\$ 13,700,000
Due after 1 year through 5 years	47,472,787	-	47,472,787
Due after 5 years through 10 years	38,488,714	5,000,000	43,488,714
Due after 10 years	23,861,074	10,143,165	34,004,239
<b>Total</b>	<b>\$123,522,575</b>	<b>\$15,143,165</b>	<b>\$138,665,740</b>

**NOTE 6: SUBSEQUENT EVENTS**

In connection with the outbreak of the COVID-19 virus, the Foundation is monitoring developments and the directives of federal, state, and local officials to determine what precautions and procedures it may need to follow to maintain its operational capability. The Foundation's investments have experienced declines in fair value from December 31, 2019; however, the Foundation believes it can continue to operate effectively and meet all its financial obligations. However, due to the uncertainty and difficulty in predicting the ultimate outcome and severity of the impact of COVID-19 on the Foundation, the economy, and the financial markets, it is possible that the ultimate impact of these uncertainties may be material to the Foundation's financial position.

The Foundation evaluated all activity through September 9, 2020, the date the financial statements were available to be issued, and concluded that no subsequent events have occurred that would require recognition in the financial statements or disclosure in the Notes to Financial Statements.

# REPORT OF INDEPENDENT AUDITORS

## TO THE TRUSTEES OF THE RICHARD KING MELLON FOUNDATION:

We have audited the accompanying financial statements of the Richard King Mellon Foundation (the "Foundation"), which comprise the statements of financial position as of December 31, 2019 and 2018, and the related statements of activities and changes in net assets and of cash flows for the years then ended.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditors' Responsibility

Our responsibility is to express an opinion on the financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the Foundation's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall

presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Richard King Mellon Foundation as of December 31, 2019 and 2018, and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

### Other Matter

Our audits were conducted for the purpose of forming an opinion on the financial statements taken as a whole. The supplementary summary of investments is presented for purposes of additional analysis and is not a required part of the financial statements. The information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audits of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves and other additional procedures, in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the financial statements taken as a whole.

*PricewaterhouseCoopers LLP*

Pittsburgh, Pennsylvania  
September 9, 2020

# POLICY AND GRANT GUIDELINES

The following grantmaking objectives and grant program priorities were approved by the Trustees in April 2016 for the five-year period ending December 31, 2021.

## MISSION

The Foundation seeks to improve the competitive position of the region; strengthen the vitality of southwestern Pennsylvania, particularly the City of Pittsburgh and its neighborhoods; and protect precious green and natural infrastructure, particularly in western Pennsylvania.

## PROGRAM PRIORITIES

### Southwestern Pennsylvania

#### Regional Economic Development

- Strengthen the capacity of arts organizations to attract visitors to the region and improve quality of life
- Improve housing, crime and safety, and economic opportunities in distressed communities
- Support development and improvement of regional infrastructure
- Cultivate and support the link between innovation and manufacturing
- Increase economic opportunities in rural communities
- Enhance Pittsburgh's national reputation as a destination city for creating, attracting, and retaining start-up companies and entrepreneurial talent

#### Education

- Improve capacity of educational and workforce programs via community-based organizations
- Improve infrastructure of higher education institutions and educational and workforce programs
- Improve institutional infrastructure and educational outcomes for children in the lowest-performing public schools

#### Human Services

- Invest in programs designed to achieve holistic and broadscale outcomes
- Capitalize on innovations by the Department of Human Services and others to serve at-risk children and foster youth, and improve early childcare quality
- Support efforts by hospitals, health centers, and public agencies to develop innovative means to reduce chronic diseases and obesity; explore interventions for community-wide epidemics; and support the community's efforts to reduce the growing violence problems
- Encourage and improve alignment of workforce training programs with market demand

## Western Pennsylvania

### Conservation

- Protect critical forested ecosystems and provide sustainable economic development for communities
- Leverage partnerships and data to conduct habitat restoration in 11 key western Pennsylvania landscapes
- Protect regional natural assets such as rivers, trails, and parks

The Foundation gives priority to projects and programs that have clearly defined output, outcomes and an evaluation component, and has a preference for partnering with donors on initiatives. The Foundation accepts applications throughout the year.

Please visit the Foundation's website at [www.rkmf.org](http://www.rkmf.org) for information on how to apply. For questions, please contact the Foundation's office at:

#### INFORMATION AND GRANTS MANAGER

Richard King Mellon Foundation  
BNY Mellon Center  
Suite 4106, 500 Grant Street  
Pittsburgh, PA 15219-2502

TELEPHONE 412 392 2800  
FAX 412 392 2837

The Foundation does not consider requests on behalf of individuals or from outside the United States. The Foundation does not encourage requests from outside Pennsylvania.

#### PHOTOGRAPHY CREDITS

Portrait of General Mellon used with permission of Valley Forge Military Academy & College.



## TRUSTEES

**RICHARD A. MELLON**

**ALISON M. BYERS, Psy.D.**

**W. RUSSELL G. BYERS, JR.**

**CATHARINE MELLON CATHEY**

**BRUCE KING MELLON HENDERSON**

**CONSTANCE ELIZABETH MELLON KAPP**

**ARMOUR N. MELLON**

**LAWRENCE S. BUSCH**

**SCOTT D. IZZO**  
(thru June 30, 2020)

**SAM REIMAN**  
(beginning July 1, 2020)

**DOUGLAS L. SISSON**

**JOHN J. TURCIK**

## OFFICERS

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Chairman and Chief Executive Officer  
(effective July 1, 2019)

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**LYNNE VENTRESS**  
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(beginning April 13, 2020)

**GRACE EVANS**  
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**NIKKI PIRAIN**  
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**BROOK NOEL**  
Executive Assistant

**CANDACE JILES**  
Receptionist/Secretary

## TRUSTEE EMERITUS

**RICHARD P. MELLON**  
(deceased July 27, 2020)

**SEWARD PROSSER MELLON**  
(effective July 1, 2019)

### DESIGN

Wall-to-Wall Studios

### WRITING/EDITING

Jane E. Herman

### PRINTING

Broudy Printing





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