

ALTMAN FOUNDATION

GUIDELINES

GENERAL INFORMATION

SPECIAL NOTE

Applying for foundation support is a time-consuming process on both sides. Before deciding to apply to the Foundation, please review our operating principles, funding limitations, and the objectives and results we seek as set out in this document. Thank you.

MISSION

To support programs and institutions that enrich the quality of life in New York City, with a particular focus on initiatives that help individuals, families, and communities benefit from the services and opportunities that will enable them to achieve their full potential.

VALUES

In carrying out our mission and making choices about how to invest our grantmaking dollars, we are guided in our selection process by our results-based orientation and by several overarching values that cut across program-area lines. These values are access, system-wide improvement, prevention and early intervention, self-sufficiency, the provision of high-quality services, and a focus on vulnerable populations.

The Altman Foundation:

- Seeks to increase meaningful **access** for New Yorkers to quality programs, institutions, and resources, both public and private;
- Encourages **system-wide improvement** and change while at the same time maintaining our tradition of direct service and the opportunity to test models in action;
- Prefers to support **preventive and early intervention strategies**;
- Supports efforts that help New Yorkers build and preserve **self-sufficiency**;
- Encourages innovation and funds programs and organizations that provide **high-quality services** based on best practices in their field and that exercise systematic efforts to track credible and meaningful results; and
- Has an interest in supporting programs that serve **vulnerable populations**, in particular children and youth from underserved communities, immigrants, and the elderly.

OPERATING PRINCIPLES

We define ourselves as investors and are interested in creating the highest possible levels of human gain for the grant dollars we have available. In that mode, we review proposals with the following questions in mind:

- What are the results from the project—meaning outcomes for participants—that provide the return on our investment?
- What are the chances those results will be achieved?
- Is this the best use of our money, given all alternatives before us?

To carry out our mission and achieve human gain, we make three types of investments:

1. **Investments in Direct Service**
In this area we support programs and projects that create human gain for people in our areas of focus. Historically, most of the grants in our portfolio have fallen into this category.
2. **Investments in Capacity Building**
At times we believe that making an investment in an organization so that it can achieve and sustain stronger gains for those served is the best investment we can make. In general, these investments are reserved for organizations with which we are already working.
3. **Investments in Systems Change**
At times we believe that the most pressing need is to make an improvement in the larger context of factors and forces that affect programs and organizations. The Foundation will allocate limited grant dollars to strategic policy, advocacy, and applied research initiatives that advance the Foundation's grantmaking priorities.

In addition, the Altman Foundation:

- Promotes connections among nonprofits, government agencies, and foundations, and other organizations doing complementary work in order to advance best practices and build knowledge within a given field;
- Seeks to leverage its limited resources by investing in issues, programs, or initiatives that have the potential to attract other funding sources, both public and private; and
- Initiates a limited number of program-related investments that provide low-cost loans to high-performing nonprofits with strong business models and the capacity to leverage other capital sources to advance effective programs or initiatives.

FUNDING LIMITATIONS

Please note the following:

September 2011: As this year goes forward, we will continue our efforts to sustain high-performing current grantees seeking renewed funding. We have few if any funds available for new, non-Foundation-initiated grantmaking.

However, if after reviewing our guidelines and grants lists, you believe that your work and the results you can already document achieving are directly and measurably in line with the Foundation's priorities, we want to know about what you are doing via a Letter of Inquiry. After receiving your letter, we will follow up with you if we need more information.

This does not apply to current Altman grantees, who should prepare full applications using the forms on this website as usual.

General Limitations

- We fund only organizations that are recognized by the Internal Revenue Service as having 501(c)(3) status and that are not private foundations.
- The Foundation does not make grants to individuals for any purpose.
- Grant requests from organizations and programs outside of the State of New York cannot be considered for funding. In addition, Altman Foundation grants focus almost without exception on organizations and programs within the five boroughs of New York City.
- As a general rule, the Foundation does not fund the following:
 - Bricks and mortar, other capital projects, or the purchase of capital equipment
 - Galas, benefits, and other fundraising events
 - Conferences or symposia that are not connected to current Altman grants
 - Concerts, theater or media performances, or art exhibitions that are not connected to current Altman grants
 - Instructional programming or artist-in-residence programs within the public schools or in correctional facilities
 - Budget deficits
 - Disease-specific projects
 - Public universities or ongoing programs of private colleges and universities
 - Operating expenses and ongoing services of either public or voluntary hospitals

PROGRAM AREAS

EDUCATION

Given the importance of education in building strong individuals, families, and communities, and the primacy of literacy in enabling people to succeed, the Foundation invests in organizations, programs, and projects outside of the public schools that achieve results aligned with the two objectives outlined below. **Please note that the "Results Sought" reflect the specific outcomes of interest to us.**

Objective 1) Increase access for disadvantaged children and youth to high-quality academic opportunities.

Results Sought:

- A. Significantly improve the academic performance of disadvantaged students
- B. Increase the number of disadvantaged students enrolled and retained in independent and other high-quality schools
- C. Increase the number of disadvantaged students enrolled and retained in college

Objective 2) Promote excellence in education for disadvantaged children and youth in non-public in-school, after school, early childhood, and other settings, with a particular emphasis on initiatives that expand and/or enhance multiple programs across a system.

Results Sought:

- A. Significantly improve the social, emotional, cognitive and academic development of children
- B. Measurably improve the caliber and diversity of faculty and staff
- C. Increase the involvement of parents in their children's education
- D. Increase the number of families participating in effective literacy activities, particularly early literacy activities

HEALTH

Recognizing the critical role of quality and accessible health and mental health care in the well-being of individuals, families, communities, and the city as a whole, the Foundation invests in organizations, programs, and projects that achieve results aligned with the three objectives outlined below. **Please note that the "Results Sought" reflect the specific outcomes of interest to us.**

Objective 1) Promote access to care for underserved and/or uninsured populations.

Results Sought:

- A. Increase the number of New Yorkers with adequate and appropriate health insurance, with a particular focus on building enrollment in existing public and/or publicly subsidized insurance programs
- B. Significantly reduce language, cultural, physical, financial, and systemic barriers to care

Objective 2) Increase the capacity of New Yorkers to be active and educated health care consumers who are able to make informed choices about their own health and effective use of the health care system.

Results Sought:

A. Increase the number of New Yorkers who effectively navigate health systems, utilize care, and manage their health

Within this focus area, priority is given to primary, preventive and other non-disease-specific services.

Objective 3) Promote the development and delivery of quality and responsive care for the most vulnerable populations.

Results Sought:

A. Increase the number of vulnerable New Yorkers benefiting from responsive, evidence-based, non-disease-specific services, such as palliative care and family care giving

Within this focus area, priority is given to the creation and demonstration of promising models and the training of practitioners.

STRENGTHENING COMMUNITIES

The Foundation has an historic interest in ensuring that individuals and families living in the city have access to the services and resources they need to pursue and sustain successful lives. The Foundation invests in organizations, programs, and projects that achieve results aligned with the two objectives outlined below. **Please note that the "Results Sought" reflect the specific outcomes of interest to us.**

Objective 1) Build and preserve economic security and independence among low-income individuals and families.

Results Sought:

A. Increase the number of low-income New Yorkers who are placed in and retain jobs that support economic independence

B. Increase the number of low-income New Yorkers enrolled in public benefits that complement work

C. Enable vulnerable populations (e.g., the elderly) to remain in their own homes and communities, with a focus on systemic efforts to address barriers to independence

Objective 2) Promote and sustain the availability of, and equitable access to, essential community resources needed to support stable, healthy communities, with an emphasis on systemic efforts.

Results Sought:

A. Preserve and/or increase the quality and amount of affordable housing, well-maintained parks and open spaces, and other essential community resources

ARTS & CULTURE

The Foundation has had a longstanding interest in the arts, reflecting not only Benjamin Altman's personal commitment, but also the Foundation's recognition of the value of the arts in enriching the lives of New Yorkers and the city as a whole. The Foundation invests in organizations, programs, and projects that achieve results aligned with the three objectives outlined below. As a general rule, the programs we support take place outside of the public schools. **Please note that the "Results Sought" reflect the specific outcomes of interest to us.**

Objective 1) Promote positive youth development through arts and cultural programming.

Results Sought:

- A. Significantly increase the mastery of program-specific skills and other developmentally appropriate life skills
- B. Measurably advance the academic progress of students
- C. Successfully transition participants to high-quality secondary, post-secondary, or professional opportunities

Objective 2) Promote the acquisition of preprofessional arts skills among underserved youth.

Results Sought:

- A. Enroll and retain promising students from underserved communities in the highest-quality preprofessional training in specific arts disciplines
- B. Measurably increase the mastery of program-specific skills against a curriculum-based standard
- C. Successfully transition participants to high-quality secondary, post-secondary, or professional opportunities

Objective 3) Promote access to the arts and cultural activities for underserved populations.

Results Sought:

- A. Increase sustained engagement and participation of underserved populations in high-quality arts and cultural programming provided by established and meaningful organizations and institutions

SERVICES TO NOT-FOR-PROFITS

The Foundation provides support to organizations that achieve the following:

Results Sought:

- A. Significantly enhance the ability of key umbrella organizations to help their member or constituent agencies address critical community issues in the Foundation's areas of interest
- B. Measurably improve organizational effectiveness or program quality of community-based or other organizations working in the Foundation's areas of interest