

# ALTMAN FOUNDATION

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## GUIDELINES

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### 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.

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#### MISSION

Our mission is to enrich the quality of life in New York City through support for programs and institutions that advance opportunity and equity for individuals, families, and communities.

#### 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

At the Altman Foundation, we think of ourselves not only as distributors of resources (“grantmakers”) but also as “investors” in human gain for the individuals, families, and communities we serve. In that mode, we review proposals with the following questions in mind:

- What are the results or outcomes from the project—short- and longer-term—that provide the return on our investment?
- What are the chances that the nonprofit applying to us will achieve these results?
- If things get off track, is this a learning organization that can make meaningful adjustments based on quantitative and/or qualitative data (Or “based on good information”)?
- Given all the opportunities in front of us, is this the best possible use of our money?

Within the five [Program Areas](#) that the Foundation has established, we ask organizations seeking support to describe the results that they themselves have made a priority:

- How do you define success—meaning what are the results you hope to achieve for the people you serve?
- How do you know for certain when success has been achieved?
- What information are you gathering along the way that will tell you whether you are on track or that will allow you to make course corrections as needed?

With a focus on learning, our goal is to gather information on our grantees' success in a consistent way that will allow us to:

- Learn with and from our grantees about challenges and opportunities on the ground;
- Assess the performance of our portfolio and make informed decisions about the allocation of resources; and
- Look more easily across types of grants and program areas and identify the common barriers that keep organizations from achieving their desired results, so that we can determine if the Foundation can help address these shared challenges.

**To carry out our mission, we make three types of investments:**

**1. Investments in Direct Service**

In this category, we support programs and projects that directly deliver services to individuals, families, organizations, and/or communities.

**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 grant we can make.

**3. Investments in Systems Change**

In some cases, the most pressing need or opportunity for impact is making an improvement in the larger context of factors and forces that affect programs, organizations, and communities. The Foundation also allocates grants to strategic policy, advocacy, and applied research initiatives that advance the Foundation's program 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:

As this year goes forward, we will continue our efforts to sustain high-performing current grantees seeking renewed funding.

While we have limited funds available for new, non-Foundation-initiated grantmaking, 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 Letter of Inquiry submitted through our grant portal, <https://altman.fluxx.io>. After receiving your submission, we will follow up with you if we need more information.

This does not apply to current Altman grantees, who should prepare full applications following the directions in the Proposal section on the grant portal.

### General Limitations

- We fund only organizations that are recognized by the Internal Revenue Service as having 501(c)(3) status and that, as a general rule, 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, with the exception of initiatives aligned with our guidelines
  - 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 that high-quality education is a key driver of social and economic mobility and essential to equitable opportunity for all, the Foundation invests in organizations, programs, and projects that achieve results aligned with the two objectives outlined below. We give priority to initiatives in our areas of interest that expand or enhance multiple programs or schools across a system or network. As a general rule, we do not provide support for individual early childhood programs, or individual district schools, charter schools, public universities, or private colleges/universities. **Please note that the "Results Sought" reflect the specific outcomes of interest to us.**

**Objective 1)** Provide disadvantaged children and youth with more high-quality learning time through early childhood education and afterschool, summer, and expanded learning programs.

**Results Sought:**

- A. Significantly improve the social, emotional, and cognitive development of young children
- B. Measurably improve the academic performance of disadvantaged students
- C. Significantly improve students' ability to learn, work, and thrive in a digital society
- D. Demonstrably improve the effectiveness of leadership, faculty, and staff

**Objective 2)** Increase access to and success in high-quality post-secondary educational opportunities.

**Results Sought:**

- A. Significantly improve the social-emotional capacities of youth essential to college and career success
- B. Increase the number of underserved students enrolled in and completing college
- C. Increase the number of underserved students enrolled in and completing other high-quality post-secondary training and credentialing programs

### • HEALTH •

Recognizing the critical importance of health and mental health care to individuals, families, and communities, the Foundation invests in programs or projects that achieve results aligned with the objectives outlined below. **Please note that the "Results Sought" reflect the specific outcomes of highest interest to us at this time.**

**Objective 1)** Expand access to health care for underserved, uninsured, or vulnerable populations or communities.

**Results Sought:**

- A. Increase in number of New Yorkers with adequate health insurance, particularly public and/or publicly subsidized health insurance
- B. Decrease in system- or community-wide barriers to health care or particular health services due to, e.g., immigration status, economic means, or provider capacity
- C. System- or community-wide increase in number of New Yorkers able to seek, navigate, and manage their health care and health insurance, either alone or with the help of a caregiver

*(Priority will be given to projects aimed at systems-change or that are systemic or community-wide in scale or approach.)*

**Objective 2)** Expand and strengthen quality out-of-hospital health care for the most underserved and vulnerable populations.

**Results Sought:**

- A. Increase in New Yorkers benefitting from primary care from a “Patient-Centered Medical Home” or comparable out-patient community-based provider
- B. Increase in New Yorkers benefitting from coordinated care, care management, and/or multi-disciplinary services and supports provided in an accessible community- or home-based setting, with a focus on programs targeting individuals living in poverty, with multiple chronic or behavioral health conditions, and/or who are transportation-challenged, including frail elders
- C. Increase in New Yorkers receiving services and supports aimed at reducing unnecessary hospital admissions, readmissions, or emergency room use, and successfully transitioning patients into out-of-hospital community-based care and care management

*(Priority will be given to programs capable of being sustained with earned or public sector revenue, producing outcomes of long-term value in a short time, and/or of reducing cost to the system while maintaining or improving quality of care to the individual.)*

**Objective 3)** Promote development and expansion of the workforce needed to support delivery of primary, community-based, and at-home health care and care management for the most vulnerable populations.

**Results Sought:**

- A. Increase in number of health care support workers with improved skills, enhanced job quality, and expanded pathways to advancement in the transforming health service sector
- B. Increase in number of workers newly trained for and successfully placed in entry-level and/or paraprofessional positions related to care coordination, care management, and community outreach

• **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
- B. Preserve and/or increase the quality and availability of well-maintained parks and open spaces, and other essential community resources

• **CULTURAL ENGAGEMENT, YOUTH DEVELOPMENT, AND THE ARTS** •

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 two 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 access to arts and culture for all New Yorkers, with a special focus on people from underserved communities.

**Results Sought:**

- A. Increase sustained engagement and participation of underserved populations in high-quality programming at established arts and cultural organizations
- B. Strengthen the arts infrastructure in the city and build capacity at critical junctures for organizations providing high-quality arts and cultural programming

**Objective 2)** Promote positive youth development among underserved youth through engagement in arts, cultural, and other unique programs that provide sequential opportunities to participate over an extended period of time.

**Results Sought:**

- A. Significantly increase mastery of program-specific competencies and developmentally appropriate life skills
- B. Prepare participants to transition successfully to post-secondary and/or professional opportunities, including employment in the creative economy

• **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

October 2020