



Miller

FOUNDATION

We help children grow up healthy

2026-2031 Strategic Plan



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A Message from the Board Chair and President

On behalf of the Board of Trustees and staff of The Earl B. and Loraine H. Miller Foundation, we are pleased to share our 2026–2031 Strategic Plan, a roadmap for the next five years to ensure children, youth and families in Long Beach have the support they need to live healthy and meaningful lives. This plan is the result of a year of reflection, listening and learning. We listened to those of you doing the work every day -- nonprofits, public sector and fellow funders -- to better understand the critical issues facing our community and how the Miller Foundation can best respond. We also looked carefully at what the data told us about the state of children and families in Long Beach to identify how we could invest our resources to achieve measurable, lasting impact. From these learnings and deep reflection, we identified three new Funding Priority Areas to focus our investments and initiatives to advance the holistic well-being of children, youth, and families in Long Beach: **Basic Needs & Family Resources**, **Youth Mental Health**, and **Educational Success**. These priorities are tied to specific outcomes and community-level data that we will track and report on because we believe that a clear focus, aligned investments, and shared accountability are essential for change.

At the same time, we recognize that the Foundation does not improve outcomes alone. The community-based organizations and government partners that we fund and partner with are doing the critical work day after day. Our role as funder, convener, and partner is to make sure all of you have what you need to sustain and strengthen that work over time.

We are proud of what this Foundation has accomplished over nearly six decades, while also recognizing the challenges that lie ahead. This plan gives us direction and a shared commitment to meet those challenges together. We are grateful to our many partners, grantees, and the community leaders whose input made this plan possible and we look forward to continuing to work together on behalf of our greatest gift and asset, the children of Long Beach.



William R. "Randy" Mizer
Chair, Board of Trustees



Darick J. Simpson
President



Executive Summary

The Earl B. and Loraine H. Miller Foundation's 2026–2031 Strategic Plan charts a roadmap for the next five years, one that is rooted in the Foundation's 58-year commitment to supporting the health and well-being of children in Long Beach.

In May 2025, the Miller Foundation launched its first strategic planning process since 2017 to better meet the evolving needs of the Long Beach community. Through engagement with its stakeholders, including grantees, public sector partners, funders, and Board members, as well as an assessment of key data trends, the process surfaced critical issues and opportunities that shaped a new strategic framework to guide the Foundation's efforts over the next five years.

The following components comprise the core of the Miller Foundation's Strategic Framework:



Mission

To support organizations, partnerships and solutions that advance the holistic well-being of all children and youth in Long Beach.



Vision

All children, youth and families in Long Beach have the support they need to live healthy and meaningful lives

Organizational Values

Collaboration

Equity

Integrity

Sustainable
Impact

Leadership

Funding Priority Areas

The Miller Foundation identified three Funding Priority Areas and associated outcomes, grounded in community priorities, to focus its investments and initiatives to advance the holistic well-being of children, youth, and families in Long Beach.

Basic Needs & Family Resources

- Children from families in historically under-resourced Long Beach neighborhoods will have their holistic basic needs met, including but not limited to access to healthcare, housing and food
- Families in historically under-resourced Long Beach neighborhoods experience increased economic stability

Youth Mental Health

- Long Beach youth have timely access to quality mental health supports
- Long Beach youth have improved social and emotional well-being
- Long Beach youth have the mental health stability and supports needed to achieve academic success

Educational Success

- Young children in Long Beach enter school ready to learn and succeed
- Long Beach youth are on track academically and prepared for vocational and college options
- Educational disparities are reduced among Long Beach children and youth

Strategic Roadmap

The five year strategic roadmap consists of a set of goals and strategies organized around four strategic pillars that guide the Foundation's investments, leadership and operations.

1

Community Impact

Focusing investments on three priority areas with defined outcomes and indicators.

2

Grantmaking

Expanding responsive, flexible grantmaking to strengthen nonprofit partners.

3

Leadership

Deepening role as convener, thought leader, and catalyst.

4

Operational Efficiency & Effectiveness

Strengthening use of data and increasing visibility of impact.

About The Miller Foundation



Our History

Since 1967, The Earl B. and Loraine H. Miller Foundation has played a pivotal role in supporting the Long Beach community, committing more than 70 million dollars to over 200 Long Beach organizations in support of the health and well-being of children. Earl and Loraine Miller's love for the children of Long Beach prompted them to establish the Foundation, with Loraine making her first

project the funding of Miller Children's Hospital. Over the past 58 years, the Miller Foundation has maintained its focus on advancing the well-being of children within the greater Long Beach community by actively supporting and generously funding an array of organizations across the City of Long Beach. Since 2017, the Miller Foundation has supported organizations that address the needs of the whole child, from birth through 18 years of age, within three program areas: health, education and arts. In 2025, the Miller Foundation awarded approximately \$1.2 million in grants to 45 nonprofit organizations, providing support for programs, core operating, and capacity building. The Miller Foundation has remained committed to investing resources that give children living in high-need neighborhoods, particularly North, West Central and Southwest Long Beach, the opportunity to flourish, develop, and reach their full potential.

Strategic Planning Process

Recognizing the need to engage in bold thinking and deepen alignment with the evolving needs of the Long Beach community, the Miller Foundation embarked on a strategic planning process in May 2025. Building on the successes of the Foundation's 2017 strategic plan, the process resulted in an updated strategic direction to meaningfully support the children, families, and communities in Long Beach, as well as the nonprofit organizations that serve them.

The Miller Foundation, partnering with Margolis Consulting LLC to guide the strategic planning process, grounded its planning process with input from key stakeholders and community data. The Board of Trustees, led by its Board Governance Committee, were deeply engaged throughout, providing input on the process, reviewing and reflecting on the stakeholder and data assessment findings, and guiding the development of the strategic direction.

Our Strategic Focus

The Board of Trustees identified four core priorities to explore through the strategic planning process:

- 1 OUR IMPACT:**
What specific outcomes do we want to achieve for children and families in Long Beach?
- 2 OUR GRANTMAKING APPROACH:**
How should we focus our grantmaking for greatest impact?
- 3 OUR ROLE BEYOND GRANTMAKING:**
What should our role be beyond grantmaking to best support the Long Beach community?
- 4 OPERATIONAL EFFECTIVENESS & EFFICIENCY:**
How can we evolve our strategies and tools to increase our effectiveness, efficiency and relevance?



Meeting the Moment in Long Beach

In crafting this strategic plan, the Miller Foundation Board and staff participated in a learning and reflection process to develop a clear picture of the challenges and opportunities facing children, families and communities, as well as the nonprofit ecosystem serving them in Long Beach. A core component of this process involved gathering insights and data from the community.

What We Learned from Our Partners

The Miller Foundation engaged a diverse set of stakeholders to help inform the Foundation's strategic approach.

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Stakeholders were engaged through interviews and focus groups:

- Grantees & Former Grantees
- Public Sector
- Philanthropy
- Foundation Board & Staff



The inquiry centered on three core areas:

1

LOOKING BACK: THE FOUNDATION'S IMPACT IN THE LONG BEACH COMMUNITY

The Foundation's partners and grantees consistently affirmed the long history of positive impact the Miller Foundation has played in supporting the Long Beach nonprofit ecosystem, and in turn the children, families and communities served by those organizations. In summary, the Miller Foundation is valued for its:

- Longstanding history of supporting the Long Beach nonprofit community
- Deep and collaborative relationships with its partners
- Streamlined grantmaking strategy and approach
- Willingness to support and nurture innovative solutions to pressing problems



The Miller Foundation is a great partner in trying to understand nonprofit needs."

- Miller Foundation Grantee

2

LOOKING AHEAD: THE FOUNDATION'S ROLE & APPROACH

When asked what the Foundation should focus on over the next five years to deepen its impact in Long Beach, stakeholders identified three key priorities:

- **Expand Multi-Year Grantmaking**

Stakeholders noted the sustainability challenges facing many nonprofits, and recommended the Foundation double down on its responsive grantmaking, including offering multi-year grants to established, trusted partners.

- **Convene Organizations**

Stakeholders encouraged the Miller Foundation to serve as a convener by bringing nonprofits, funders, and other organizations together to problem solve and address shared issues, reduce duplication, and foster collaboration and learning.

- **Provide Thought Leadership**

Stakeholders agreed that the Foundation's role as thought leader is critical at this moment, including encouraging greater investment in Long Beach from outside funders and providing insight and leadership on issues affecting the community.

3

CRITICAL ISSUES FACING LONG BEACH

Stakeholders aligned around three critical issues facing children, families and communities in Long Beach.

1. Poverty & Inequity

Families are struggling with meeting their basic needs, including housing, food, healthcare and access to core services, with geographic disparities creating inequitable conditions across neighborhoods. Stakeholders noted that the rising cost of living and shifts in government policies and funding are exacerbating these longstanding challenges.

2. Youth Mental Health

Youth mental health was identified as a growing crisis, with stakeholders pointing to post-COVID impacts, lack of socialization, rising rates of anxiety and depression, and the need to reach disconnected youth earlier. Stakeholders also underscored the adverse impact of the stressors and pressures facing families and communities on the emotional well-being of children and youth.



There is a disconnect between our poorest communities and city resources."

- Grantee



Struggles [exist] with mental health, identity, anxiety and self esteem in the age of social media and doom scrolling, that's a huge challenge."

- Public Sector Partner

3. Educational Success

Educational success continues to be a key priority for Long Beach, with stakeholders sharing concerns about learning loss, literacy challenges, school readiness, increased absenteeism, and the continued adverse effects of COVID on students, teachers, and families. Stakeholders identified opportunities to focus on improving school readiness for young children, academic success and the need to prioritize school to career pathways.



Families can't focus on education or health if they don't have stable housing or enough food."

- Grantee



Our Strategic Framework:

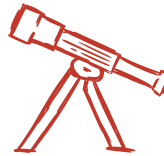
2026-2031

The Miller Foundation reflected on its history, impact and role, which resulted in a new vision, mission and organizational values that together serve as a “north star” for its investments, initiatives and partnerships over the next five years.



Mission

To support organizations, partnerships and solutions that advance the holistic well-being of all children and youth in Long Beach.



Vision

All children, youth and families in Long Beach have the support they need to live healthy and meaningful lives.

Organizational Values



Collaboration: We work in partnership with community-based organizations and local leaders to develop sustainable, meaningful solutions for children and families.



Equity: We prioritize children and families historically excluded from access to opportunity – striving to remove systemic barriers, address root causes, and expand pathways to success and overall well-being.



Integrity: We operate with honesty and transparency, ensuring our actions align with our mission and values.



Sustainable Impact: We support thoughtful, evidence-informed programs that deliver long lasting, measurable results for children and families.



Leadership: We lead with vision and resolve - bringing effective solutions, focused strategies, and catalytic resources to drive measurable, lasting change for children and families.

Funding Priority Areas

The Miller Foundation identified three Funding Priority Areas, grounded in community priorities, to focus its investments and initiatives to advance the holistic well-being of children, youth, and families in Long Beach:

Basic Needs & Family Resources

Youth Mental Health

Educational Success



Outcomes & Indicators

For each Funding Priority Area, the Foundation identified specific outcomes it seeks for children, youth, and families in Long Beach. The Miller Foundation also assessed key data and trends in Long Beach to identify gaps and opportunities for how it could best contribute to improving the well-being of children, resulting in a set of community-level indicators that the Foundation will use to guide decision-making, prioritize investments, and assess progress over the next five years.

1 BASIC NEEDS & FAMILY RESOURCES

Outcomes:

1. Children from families in historically under-resourced Long Beach neighborhoods will have their holistic basic needs met, including but not limited to access to healthcare, housing and food
2. Families in historically under-resourced Long Beach neighborhoods experience increased economic stability

Indicators:

- Rate of Children in Low-Income Households (<200% of federal Poverty Level)
- Percent of Children Without Health Insurance
- Number of Homeless Children in Long Beach

2 YOUTH MENTAL HEALTH

Outcomes:

1. Long Beach youth have timely access to quality mental health supports
2. Long Beach youth have improved social and emotional well-being
3. Long Beach youth have the mental health stability and supports needed to achieve academic success

Indicators:

- Youth reporting persistent feelings of sadness or hopelessness
- Belonging: LBUSD students have a sense of connectedness where they are accepted and valued by others
- Chronic absenteeism rate (youth with $\geq 10\%$ of school days missed)

3 EDUCATIONAL SUCCESS

Outcomes:

1. Young children in Long Beach enter school ready to learn and succeed
2. Long Beach youth are on track academically and prepared for vocational and college options
3. Educational disparities are reduced among Long Beach children and youth

Indicators:

- 3rd Grade Language and Math Proficiency (by ethnicity)
- 8th Grade Dropout Rate
- Youth meeting A-G Requirements (by ethnicity)
- High School Graduation Rate





2026 - 2031 Strategic Roadmap

The following five-year strategic roadmap guides the investments, initiatives, and partnerships that the Miller Foundation will pursue from 2026 through 2031. The roadmap is organized around four Strategic Pillars that serve as the foundational areas of focus that define how the Foundation will operate, invest, and lead to advance its mission and Funding Priority Areas.

1

Community Impact

Focusing investments on three priority areas with defined outcomes and indicators.

2

Grantmaking

Expanding responsive, flexible grantmaking to strengthen nonprofit partners.

3

Leadership

Deepening role as convener, thought leader, and catalyst.

4

Operational Efficiency & Effectiveness

Strengthening use of data and increasing visibility of impact.

STRATEGIC PILLAR 1: Community Impact

Goal 1.1: Focus the Foundation's investments and initiatives to advance the holistic well-being of children, youth, and families in Long Beach on three priority areas: Basic Needs & Family Resources; Youth Mental Health; and Educational Success.

Strategy 1.1

Align the Foundation's investments and initiatives with its three priority areas and the outcomes it seeks to influence for children, youth and families in Long Beach.

Strategy 1.2

Monitor community data and grantee data/insights to identify trends to improve the Foundation's investment in the lives of children, youth and families in Long Beach.

STRATEGIC PILLAR 2: Grantmaking

Goal 2.1: Expand responsive grantmaking to support emerging needs, collaborative efforts and initiatives that improve outcomes for children, youth and families in Long Beach.

Strategy 2.1.1

Maintain flexibility in grant size to support new and transformational opportunities as well as a diverse range of nonprofit organizations.

Strategy 2.1.2

Support collaborative and innovative initiatives that address emerging needs and opportunities identified by nonprofit partners.

Goal 2.2: Strengthen the capacity and long-term sustainability of nonprofit organizations serving children, youth, and families.

Strategy 2.2.1

Continue supporting capacity building and core operations to promote organizational effectiveness and sustainability.

Strategy 2.2.2

Establish multi-year grantmaking to support organizational stability and long-term impact.

STRATEGIC PILLAR 3: Leadership

Goal 3.1: Convene nonprofit organizations, funders, and community partners to collectively advance priorities for children, youth, and families in Long Beach.

Strategy 3.1.1

Bring nonprofits together to share insights, strengthen relationships and build capacity to improve the lives of children, youth and families.

Strategy 3.1.2

Maintain ongoing dialogue with nonprofit leaders to understand emerging priorities and support coordination across organizations serving children, youth and families .



Goal 3.2: Mobilize greater awareness, support, and resources to strengthen the systems and organizations supporting children, youth, and families in Long Beach.

Strategy 3.2.1

Encourage collaboration and alignment among nonprofit organizations, funders, and community partners to advance solutions that improve outcomes for children, youth, and families in Long Beach.

Strategy 3.2.2

Use the Foundation’s leadership and relationships to elevate issues and solutions affecting children, youth and families in Long Beach and attract greater philanthropic, civic, and corporate support.

STRATEGIC PILLAR 4: Operational Efficiency & Effectiveness

Goal 4.1: Strengthen the Foundation’s ability to use data, community insights and grantee results to inform strategy and decision making.

Strategy 4.1.1

Invest in board and staff learning to strengthen the Foundation’s effectiveness.

Strategy 4.1.2

Use data and insights from grantees and community-level indicators to inform learning, decision making and communication.

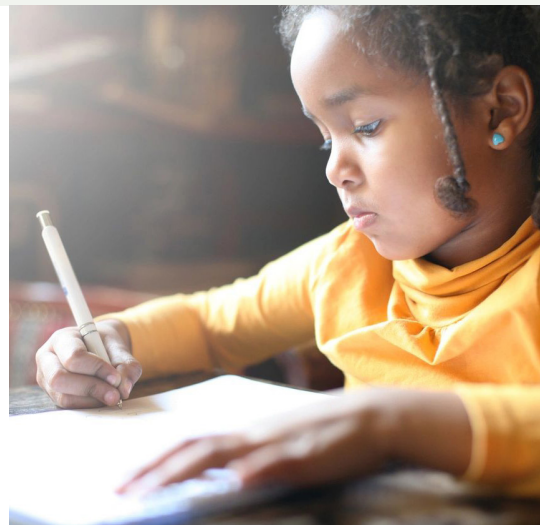
Goal 4.2: Increase awareness of the Foundation’s impact and partnerships supporting children, youth, and families in Long Beach.

Strategy 4.2.1

Share stories and insights that highlight the impact of the Foundation’s grantmaking, nonprofit partners, and collaborative efforts.

Strategy 4.2.2

Develop and share an annual impact report that highlights the Foundation’s progress, partnerships, and contributions to improving outcomes for children, youth, and families in Long Beach.



Acknowledgements

The Miller Foundation is grateful for the time, insights, and effort of the many people who supported this strategic planning process. This plan is truly a collaborative effort and reflects the ideas and input of so many dedicated partners.

Board of Trustees & Foundation Staff

- Ronald R. Arias
- Tracy M. Colunga, MSW*
- Margaret Farwell Smith
- Annette Kashiwabara*
- William R. “Randy” Mizer, Chair
- Mark Schulten
- Renita E. Smith*
- Cynthia D. Terry*
- Malcolm Turner
- Darick J. Simpson, President
- Vickie Yoshikawa, Executive Coordinator

**Board Governance Committee Members*

Philanthropic Partners

- Julie Meenan, Executive Director, Josephine S. Gumbiner Foundation
- Zayda Garcia, Executive Director, Rudolph J. and Daphne A. Munzer Foundation

Public Sector Partners

- Alison King, Director, City of Long Beach, Dept. of Health & Human Services
- David McGill-Soriano, Youth Development Manager, Department of Health & Human Services
- Roshann Williams, Principal, Washington Middle School
- Suely Saro, City Councilmember, City of Long Beach

Grantees / Former Grantees

- Stephanie Adams, Executive Director, Long Beach Unity Festival
- Carolyn Bell, Executive Director, The Long Beach Bar Foundation
- Alison Bruesehoff, Executive Director, Rancho Los Cerritos Foundation
- Michelle Byerly, Executive Director, The Nonprofit Partnership
- Lian Cheun, Executive Director, Khmer Girls in Action
- Patricia Costales, CEO, The Guidance Center
- Tory Cox, Project Coordinator, CSULB School of Social Work
- Robert Gunsalus, President, Miller Children’s and Women’s Hospital Foundation
- Jon Mesko, Executive Director, Long Beach BLAST
- Elisa Nicholas MD, CEO, The Children’s Clinic Family Health and Wellness
- Ryan Nuckolis-Rosa, Executive Director, Dramatic Results
- Irene Quevedo, Executive Director, Operation Jump Start
- Don Rodriguez, CEO, Boys and Girls Club of Long Beach
- Maria Semense, Executive Director, Long Beach Community Action Partnership
- Griselda Suarez, Executive Director, Arts Council for Long Beach

The Foundation also wishes to thank Margolis Consulting for strategic planning facilitation and support throughout this process.



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