



monterey
museum
of art

Monterey Museum of Art
Strategic Plan 2026–2029



OUR COMMITMENT

Monterey Museum of Art (MMA) is grounded in the art of place—the dynamic relationship between creative vision and the landscapes, communities, and ideals that shape it. From our extraordinary vantage point on the Monterey Peninsula, we present California art that inspires our community and attracts visitors from around the world. As the only museum devoted to collecting the art of our region, we steward iconic works that reflect and shape California’s evolving cultural identity. Beyond our region, we champion artists across the state, situating Monterey County within the broader story of California art—past, present, and future.

The Museum’s board, staff, and volunteers are committed to fostering education, expanding accessibility, and deepening engagement. Guided by our institutional values, we create welcoming spaces for learning, dialogue, and creative exploration. We connect diverse audiences to California’s creative landscape through dynamic exhibitions and public programs—ensuring inspiring experiences for all. In doing so, MMA inspires creativity, connects communities, and celebrates the stories of California art.

VISION

We envision a vibrant future, enlivened and inspired by the stories and voices of California art.

MISSION

MMA inspires creativity, connects communities, and celebrates the stories of California art.

VALUES

LEADERSHIP:

We lead by elevating the art of Monterey County while advancing the broader story of California art.

CREATIVITY:

We celebrate creative expression as a powerful force that reflects, challenges, and shapes our cultural identity.

COMMUNITY:

We serve as a gathering place where art connects local audiences with the diverse voices of California.

INCLUSION:

We uplift voices across regions, generations, and identities to create an equitable and welcoming space for all.

INTEGRITY:

We uphold trust, transparency, and scholarship in how we share our collections and programs with the community.

STEWARDSHIP:

We responsibly collect, preserve, and exhibit the art of our region while safeguarding its cultural legacy for future generations.

LAND AND PEOPLE ACKNOWLEDGMENT

Monterey Museum of Art extends its respect to the Esselen and Rumsen/Rumsien Ohlone Tribes, on whose ancestral homeland the Museum stands. MMA also recognizes the Chalon, Mutsun, and Salinan Tribes, whose unceded lands encompass much of what is now Monterey County. In alignment with our mission to inspire creativity, connect communities, and celebrate the stories of California art—past, present, and future—MMA acknowledges and honors these communities, who have cared for and cultivated the Monterey Peninsula for millennia.

The Museum recognizes that our collection and exhibitions are inherently tied to the Indigenous land on which they were created, as California’s landscape has long served as inspiration for generations of artists and creatives. MMA honors the Chalon, Esselen, Mutsun, Rumsen/Rumsien Ohlone, and Salinan Tribes—alongside all California tribes, past, present, and future—for their enduring connection and lasting impact on our shared lands and waters.



Henry Gilpin (1922-2011), *Highway One*, 1965, gelatin silver print. Collection Monterey Museum of Art. Museum Acquisition Fund purchase in honor of Richard Garrod. © Estate of Henry Gilpin. 1984-081.

MMA STRATEGIC PLAN 2026–2029

MMA’S COMMITMENT TO ADAPTIVE PLANNING

Adaptive planning came into wide use in the non-profit sector in response to the uncertainty and volatile conditions brought on by the COVID pandemic. **Adaptive planning** creates a productive shift from static, multi-year planning, to dynamic, iterative processes with real-time adjustments.

KEY PLANNING PRACTICES OF ADAPTIVE PLANNING

ITERATIVE PROCESS:

Strategies are continuously updated, often using short feedback cycles

MONITORING AND LEARNING:

Actively observing the environment and incorporating feedback to refine strategies

SCENARIO EXPLORATION:

Preparing for multiple potential future scenarios

CONDITION-BASED ACTIONS:

Implementing actions based on triggered events, not just predetermined dates

With grant support from the Packard Foundation in FY25, MMA leaders trained with Bridgespan to develop capacity in adaptive planning. Adaptive planning helped MMA activate a “distributed leadership” team composed of the Executive Director and five department leaders who have since used this process.

MMA uses an adaptive approach to encourage the organization to set and adjust goals, objectives, scopes, and timelines in response to changing conditions—all while remaining committed to making progress towards long-term strategic directions.

IN DEVELOPING A NEW STRATEGIC PLAN MMA WORKED WITH THE FOLLOWING ADAPTIVE FRAMEWORK:

STRATEGIC DIRECTIONS: Enduring and ongoing strategic goals

DEPARTMENTAL GOALS: Goals set annually and assessed quarterly

SPECIFIC OBJECTIVES: Initiatives/projects to be completed within a year

OUR ADAPTIVE PROCESS

ADAPTIVE PROCESS FOR STRATEGIC PLANNING

- MMA Staff and Board crafted a new Strategic Plan for FY26–29 using an adaptive planning approach
 - The plan includes goals already established for the current year (FY26) and planned for FY27
 - The plan only projects FY28 or FY29 goals where it is reasonable to forecast that far into the future
- MMA formed a Strategic Planning work group including five staff and three board representatives to lead and facilitate a months’ long process
- On four occasions, the work group facilitated sessions with full staff and full board to gather their input
- The Board ratified the new Strategic Plan on April 22, 2026
- The Executive Director and Board’s Executive Committee share accountability for the Strategic Plan
- A Strategic Planning work group will continue to meet quarterly at a minimum

ADAPTIVE PLANNING WITHIN A CURRENT YEAR

- Monitor Progress
 - MMA departments hold weekly meetings to monitor progress on specific objectives
- Identify Emerging Issues
 - MMA Staff leadership meet bi-weekly around emerging issues
 - MMA Board and Executive Director meet bi-weekly to discuss emerging issues
- Making Quarterly Reports
 - Department heads and board committees work together to prepare quarterly reports
 - MMA Staff leaders and Board members report and discuss progress and emerging issues in quarterly board meetings
- Adaptive Progress Meetings
 - Staff leaders facilitate Adaptive Progress meeting after each board meeting providing updates from the Board. They also facilitate staff engagement focused on emerging issues

CHARTING OUR PROGRESS WITH MMA’S STRATEGIC PLAN

WITHIN THE CURRENT YEAR MMA WILL:

- MMA annual budgeting process, which involves all staff and Board, will act as the key means by which the organization identifies the financial resources to achieve its goals
 - In March/April MMA departments develop annual goals and budget
- In April/May (commencing in FY27) MMA will host a staff and board retreat to review current year progress, discuss next year’s goals and suggest updates for the Strategic Plan
 - Following the retreat, the staff/board work group updates the Strategic Plan
- At the June board meeting, the updated Strategic Plan, plus annual goals and budget, are ratified by the Board

ASSESSING OUR PROGRESS

- Quantitative: Quarterly reports to the Board include significant data for each department and serve as a primary source to track quantitative assessment
- Qualitative: Ongoing adaptive and qualitative assessment processes across the organization serve as the primary source of qualitative assessment
- Cumulative: The annual board/staff retreat serves as the means for cumulative assessment
- External: American Alliance of Museums (AAM) and as needed, outside consultation will provide external assessment



Francis McComas (1874–1938), *Pescadero Rocks (aka Rocks in Carmel Bay)*, c. 1925, oil on canvas, 34.5 x 86 in. Collection Monterey Museum of Art. Bequest of Mary Morse Shaw. 2019.044.



MMA STRATEGIC DIRECTIONS FOR FY26–29

- 1 Deepen visitors' personal engagement with MMA and California art
- 2 Establish MMA as a regional center for California art and culture
- 3 Foster a healthy and productive organizational culture
- 4 Ensure the sustainability of professional museum operations
- 5 Prepare MMA for a transformative future

STRATEGIC DIRECTION 1 DEEPEN VISITORS' PERSONAL ENGAGEMENT WITH MMA AND CALIFORNIA ART

GOAL 1

Ensure MMA's mission, vision, and values are inspiring, welcoming, and visible to all.

OWNER: INSTITUTIONAL, MARKETING, AND COMMUNICATIONS

- FY26** Engage staff and board in revising our mission, vision and values, adding land acknowledgment, etc. (Complete)
-
- FY27** Revise communications, staff and board training, and community presentations
-
- Include visually compelling stories of personal impact
-
- Integrate an institutional message into all tours and workshops
-
- Collect images and stories of personal impact
-
- FY28/TBD** Launch new web presence with refreshed institutional identity, emphasizing personal impact of MMA on various stakeholders

GOAL 2

Program exhibitions that convey our region's unique narratives and vibrant cultures, as well as California artists' creative impact.

OWNER: EXECUTIVE DIRECTOR, COLLECTIONS AND EXHIBITIONS

- FY26–29** Engage curators, artists, partners, and community stakeholders in conceiving exhibitions and seasons that fulfill this goal
-
- FY27–29** Present two thematically driven exhibition seasons (Fall and Spring) a year to increase impact while reducing staff overload
-
- FY27** Refine curation of *Monterey Biennial* to increase impact on artists and raise the initiative's profile
-
- FY28–29** Raise funds to commission projects for the FY29 *Monterey Biennial*

GOAL 3

Prioritize art acquisitions that augment the collection's unique strengths and address historic and contemporary gaps.

OWNER: EXECUTIVE DIRECTOR, EXHIBITIONS AND COLLECTIONS (EAC)

- FY26–29** Ensure alignment around acquisition priorities
Hold EAC retreat to strengthen alignment (Fall '26)
- Target deaccessioning funds for highest-priority acquisitions
 - Cultivate high priority art donations from collectors
 - Conduct targeted fundraising for high priority art acquisitions

Establish "Jane Olin Collection for California Women Photographers"

- Accept Olin portfolios and selected early works
- Accept Olin personal collection of CA Women photographers
- Use funds to acquire selected women f/64 photographs
- Contract Ann Jastrab to advise on future acquisitions
- Raise matching funds for high priority acquisitions

GOAL 4

Ensure the visitor experience is welcoming, enriching, and accessible.

OWNER: EXECUTIVE DIRECTOR, COLLECTIONS AND EXHIBITIONS, EAC

- FY26–29** Clarify and strengthen the interpretive framework guiding gallery engagement, ensuring exhibitions are supported by thoughtful interpretation and educator facilitation

Introduce expanded participatory interpretation strategies that encourage deeper visitor engagement with California art

Integrate participatory learning, artist engagement, and visitor-centered interpretation consistently across exhibitions and programs, strengthening MMA's reputation as a welcoming and engaging museum experience

GOAL 5

Deliver public programs and public art initiatives that increase community participation.

OWNER: PUBLIC PROGRAMS AND COLLECTIONS AND EXHIBITIONS

- FY26–29** Further refine the public programs calendar to focus on fewer, higher-impact programs aligned with exhibitions and institutional priorities

Work with Marketing to position Art Connecting Community initiatives (Block Party, *Iluminado*, selected events of *Monterey Biennial*) as signature museum events that activate museum spaces, deepen community relationships, and reinforce MMA as a cultural gathering place for the region

Leverage Art Connecting Community events as platforms for sustained community partnerships, collaborative programming, and broader regional engagement

GOAL 6

Launch a self-supporting arts and wellbeing program to benefit professional, creative, and cultural organizations across the region.

OWNER: PUBLIC PROGRAMS, EVENTS, MARKETING AND COMMUNICATIONS

- FY26** Identify potential partners and explore formats

- FY27** Develop concept, budget and pilot with select partners
- Host retreat focused on program design with potential partners, teachers, and funders
 - Select pilot partners
 - Secure pilot funding

-
- FY28–29** Refine strategies and optimize program design
- Recruit additional partners
 - Secure multi-year funding commitments

GOAL 7

Redesign and Relaunch the Docent Program

OWNER: EDUCATION AND PUBLIC PROGRAMS

FY26–29 Transition the docent program toward a broader volunteer engagement model that supports institutional priorities

Develop a sustainable volunteer program that increases institutional capacity and enables staff and volunteers to deepen their interactions and advance shared goals

Develop a self-sustaining “learning community” that accommodates varying levels of volunteer commitment

FY26 Assess Current Program and Redesign (In Progress)

- Engage Docent Board in assessment
- Engage department leaders to identify needs/opportunities
- Develop training and policy for new program

FY27 Pilot New Program

FY28 Refine New program

FY29 Optimize new program



STRATEGIC DIRECTION 2

ESTABLISH MMA AS A REGIONAL CENTER FOR CALIFORNIA ART AND CULTURE

GOAL 1

Increase regional reach and impact by partnering with museums to move MMA exhibitions to other communities and to bring high-impact exhibits to Monterey.

OWNER: EXECUTIVE DIRECTOR, COLLECTIONS AND EXHIBITIONS, EAC

Cultivate donor support to ensure long-term sustainability

FY26 MMA moved *Seeing Chicanx: The Durón Family Collection* to Los Angeles (Leband Art Gallery at Loyola Marymount University) and *Under the Guard Tower: The Watercolors of Chikaji Kawakami* to San Francisco (California College of the Arts) (Complete)

MMA partnered with the Japanese American National Museum to present *Pictures of Belonging: Miki Hayakawa, Hisako Hibi, and Miné Okubo*—a nationally touring exhibit (Complete)

MMA to solicit museums to present *Jane Olin: Some Trees* (In Progress)

MMA to solicit museums to present *Landscape ReEnvisioned* (In Progress)

FY27 MMA partnering with Bay Area gallery and Berkeley Museum Archive on *Rex Ray: We Are All Made of Light* (In Progress)

MMA's *Human | Nature: California Zen in Big Sur and the Bay Area* to be featured in Bay Area's *Further Triennial* by Sonoma Valley Museum of Art (In Progress)

MMA presenting Emile Norman exhibition in alignment with Mason's Auditorium show opening during *Further Triennial* (In Progress)

MMA partnering with Oakland Museum of California to present *Born of the Bear Dance: Dugan Aguilar's Photograph of Native California*

MMA serving artists and audience across Central California through *Monterey Biennial* (In Progress)

FY28 MMA partnering with Crocker Art Museum to present *Guy Rose: Impressionist* (In Progress)

Under the Guard Tower: The Watercolors of Chikaji Kawakami to Southern Utah University (In Progress)

GOAL 2

Raise capital development funding by promoting MMA’s benefit to the region’s economic, social, educational, and environmental well-being and raise capital funds.

OWNER: DIRECTOR, DEVELOPMENT, MARKETING AND COMMUNICATIONS,
CAPITAL CAMPAIGN COMMITTEE

- FY26–29

Engage key stakeholders in MMA’s vision for the future through architectural pre-design process (Complete)

Develop new mission, vision, values including the “The Art of Place” messaging (Complete)

Host community cultivation events
 - Ten+ events hosted in FY26 (Rotary Club of Carmel-by-the-Sea, Old Capital Club, Monterey County Weekly, LandWatch Monterey County, plus six stakeholder/donor cultivations)
 - Activate partnerships with key economic, social, educational, and environmental organizations

MMA recognized for arts excellence by Monterey Peninsula Chamber of Commerce and Carmel Chamber of Commerce at awards ceremonies
- FY27

Integrate new mission, vision, values, etc., with talking points regarding contribution to economic, social, education and environmental well-being into all MMA communications

Host Regional Convening “Arts and Culture as a Catalyst for Transformation of the Historic District”

Hire consultants to support MMA with planning convening

Establish working groups following convening to advance shared goals and to cultivate strategic partners and potential funders
- FY28–29

Develop funding and sponsorship proposals with key strategic partners

GOAL 3

Develop and implement a comprehensive marketing and communication plan to increase attendance and fundraising.

OWNER: MARKETING AND COMMUNICATIONS

- Areas for Growth
 - Position and market MMA as cultural tourism destination to increase attendance
 - Position MMA’s social impact to increase donations
 - Position Art Connecting Community initiatives (Block Party and *Iluminado*) as signature museum events that deepen community relationships and reinforce MMA as a cultural gathering place for the region
 - Position MMA capital development as a revitalization strategy for Monterey
 - Position Education and Public Programs as a pathway for new visitors to discover and build lasting relationships with the museum
- FY26

Re-organize department

Assess current strategies
- FY27

Pilot new strategies and assess
- FY28–29

Refine strategies and continue to assess

GOAL 4

Increase MMA’s reach and impact by underwriting publication of exhibition catalogues, then distributing them to other museums and educational institutions.

OWNER: DEVELOPMENT, COLLECTIONS AND EXHIBITIONS, PUBLICATIONS

- FY26

Four catalogues, one reprint, and one partnered publication (Funded and Completed)
- FY27

FY27 One catalogue, one reprint, and three partnered book launches (In progress)
- FY28–29

FY28–29 TBD

STRATEGIC DIRECTION 3
FOSTER A HEALTHY AND PRODUCTIVE
ORGANIZATIONAL CULTURE

GOAL 1

Reorganize finance, operations, and administration to better serve MMA Staff and stakeholders.

OWNER: EXECUTIVE, FINANCE STAFF, DIRECTOR OF OPERATIONS AND ADMINISTRATION

- FY26

Hire newly created Director of Operations and Administration (Complete)

Enhance expertise and capacity in finance (Complete)

- Refine controller role
 - Create accounts receivable/payable role
 - Contract “Your Part Time Controller”
- FY27

Develop new policies and practices to support staff administratively

- Audit, prioritize, and address administrative “pain points”

Develop new policies and practice to support operations of Museum

- Audit, prioritize, and track operations and facilities projects

GOAL 2

Maintain MMA’s commitment to recruitment and hiring practices as well as professional development to advance equity, diversity, inclusion, and belonging.

OWNER: EXECUTIVE, HR, DEPARTMENT LEADERS

- FY26–29

Assess and update MMA’s recruitment and hiring process

Recruit, train and advance next generation leaders at MMA

GOAL 3

Motivate excellence and accountability by advancing adaptive planning and leadership development across the organization.

OWNER: EXECUTIVE, DIRECTOR OF OPERATIONS AND ADMINISTRATION, DEPARTMENT LEADERS

- FY27–29

Support new Department Leaders through training or coaching

Continue hosting Department Leaders bi-weekly group

Continue to host Adaptive Progress quarterly meetings

Establish and develop Next Gen leadership group

Plan and hold annual Staff and Board Retreat

Engage Board Members in Adaptive Progress meetings



James Fitzgerald (1899–1971), *Stairs, Stevenson House*, 1941, watercolor on paper, 19 x 24.5 in. Collection Monterey Museum of Art. Gift of the James Fitzgerald Legacy, Monhegan Museum of Art & History. 2022.054.



GOAL 4

Ensure organizational sustainability through ongoing adaptive planning with Staff and Board.

OWNER: INSTITUTIONAL

- FY26** Monitor Progress

 - MMA departments hold weekly meetings to monitor progress on specific objectives
- Identify Emerging Issues

 - MMA Staff leadership meet bi-weekly around emerging issues
 - MMA Board and ED meet bi-weekly to discuss emerging issues
- Making Quarterly Reports

 - Department heads and Board committees work together to prepare quarterly reports
 - MMA Staff leaders and Board members report and discuss progress and emerging issues in quarterly board meetings
- Adaptive Progress Meetings

 - Staff leaders facilitate Adaptive Progress meeting after each board meeting providing updates from the Board. They also facilitate staff engagement focused on emerging issues
- FY27** Reduce number of exhibition seasons from three: Fall, Winter, Spring/Summer) to two: Fall/Winter and Spring/Summer
- Maintain modest scope for the 2027 *Monterey Biennial*
- Continue adaptive reorganizations of departments

GOAL 5

Provide current staff with professional development and advancement opportunities.

OWNER: EXECUTIVE DIRECTOR, DIRECTOR OF OPERATIONS AND ADMINISTRATION, DEPARTMENT LEADERS

- FY26** Offer local and low-cost professional development exchanges

 - Professional development exchange with the Pacific Grove Museum of Natural History (Complete)
 - Professional development exchange with the the Monterey Bay Aquarium (In Progress)
- Support targeted Professional Development

 - Two Education staff attended the California Association of Museums’ Annual Conference
- FY27–29** Continue hosting Department Leaders bi-weekly group
- Continue hosting quarterly Adaptive Progress meetings
- Seek targeted funding for staff to attend conferences, seek certification, etc.
- Continue to arrange local and low-cost professional development exchanges

 - Found Next Gen Leaders’ Group
 - Support guest speakers (honoraria only)
- Strengthen opportunities for professional development and knowledge-sharing among museum staff, including shared understanding of exhibitions, collections, and public engagement strategies

GOAL 6

Complete AAM Reaccreditation.

OWNER: INSTITUTIONAL

- FY26** Complete the Self-Study, including a full internal review of the Collections Management Policy and Physical Plant Safety Standards
- FY27–28** Host the AAM Peer Review site visit
- Address any “points for improvement” and use opportunity to strengthen case for capital improvement
- Receive Accreditation Renewal; utilizing the status to advance the Museum’s capital fundraising

STRATEGIC DIRECTION 4

ENSURE THE INSTITUTIONAL SUSTAINABILITY OF PROFESSIONAL MUSEUM OPERATIONS

GOAL 1

Establish Sustaining Donor Programs.

OWNER: DEVELOPMENT

- FY26 Launch Director’s Circle Program (Complete)
- FY27 Launch a Legacy & Endowment Society specifically for planned giving, aiming to convert long-term members into legacy donors



Armin C. Hansen (1886-1957), *Salmon Trawlers*, c. 1918, oil on canvas, 46.5 x 52.5 in. Monterey Museum of Art. Gift of Jane and Justin Dart. 1992.082.

GOAL 2

Expand Private Foundation Support.

OWNER: DEVELOPMENT

- FY27 Research and apply for multi-year capacity building grants
- Partner with the Community Foundation of Monterey County (CFMC) to cultivate giving to MMA from donor-advised funds and other private family sources managed at CFMC Launch a Legacy & Endowment Society specifically for planned giving, aiming to convert long-term members into legacy donors

GOAL 3

Expand Museum Membership.

OWNER: DEVELOPMENT, MARKETING AND COMMUNICATIONS

- FY27 Implement a digital membership card and auto-renewal (Complete)
- Institute new membership tiers and pricing
- Launch member services (tele-funding)
- FY28 Refine
- FY29 Optimize

GOAL 4

Increase Earned Revenue through Facility Rentals.

OWNER: DIRECTOR OF OPERATIONS AND ADMINISTRATION, EVENTS MANAGER

- FY26 Launch partnership with Events by Events by Classic Group (EBCG) at La Mirada (Complete)
- Upgrade La Mirada facility with initial revenue from contract (In Progress)
- FY27–29 Monitor and manage EBCG to maximize Museum revenue and contain risks and expenses
- Determine whether rentals can continue during planned renovation of La Mirada

STRATEGIC DIRECTION 5
MMA FOR A TRANSFORMATIVE FUTURE

GOAL 1

Build MMA’s Capacity for Success in its Capital Campaign.

OWNER: BOARD, EXECUTIVE DIRECTOR, DEVELOPMENT STAFF,
CSS FUNDRAISING (CCS)

- FY26

Negotiate and confirm Fundraising (CCS) to provide interim leadership and campaign capacity building (Complete)
- FY27

Host Board Retreat with CCS strategic advisement
- Re-engage and expand Campaign Planning Committee
 - Achieve 100% Board participation on capital giving
 - CCS to help MMA solicit 20 other donors for capital gifts
 - Secure \$5–10M in new pledges by FY28
 - Transition to Campaign Cabinet by FY28
- Recruit new board members committed to Capital Campaign
- Recruit new Director of Development with CCS support

GOAL 2

Develop Capital Fundraising/Financing Plan and Phased Project Timeline.

- FY27–29

Finalize the \$25M Preliminary Goal and establish a “Table of Gifts” to identify the specific number of six- and seven-figure gifts required
- Secure the “Cornerstone” gifts (\$1M+) and achieve at least 50% of the working goal before entering the public phase
- Launch the Public Phase of the campaign once 85–95% of the total goal has been raised through the quiet solicitation of major prospects
- Continue to cultivate transformative gifts (\$10M+) for second phase

GOAL 2A: Plan, Raise \$2M, and Complete La Mirada, Art Storage, and Archive Upgrades.

- FY27–28

Conduct a formal collections assessment to quantify the space and climate control requirements for MMA’s extensive California art and photography collection
- Integrate the art preservation narrative into the case for support to appeal to donors interested in supporting specific legacy and storage outcomes
- Finalize plans for a long-term storage solution that meets AAM reaccreditation standards for safety and access
- Move art from La Mirada to temporary storage location

FY29 Target date to commence construction

GOAL 2B: Plan, Raise \$3M, and Renovate Miller Adobe Interior and Café.

- FY27–28

Raise funds to re-engage Jensen Architects, historic preservation consultants, and local contractor to develop approved interior and exterior construction plans
- Determine how/if we can bring café online earlier than full renovation
- Explore a pop-up version of café

GOAL 2C: Plan and Raise \$15M to Complete Entitlement Process for Pacific Street Renovation.

Raise funds to re-engage Jensen Architects, Historic Preservation, and local contractor to developed approved construction plans

GOAL 2D: Raise an Additional \$5M in Endowment to Support MMA Operations Moving forward.

- FY26–29

Audit current planned giving agreements (Complete)
- Develop case for endowment giving
- Cultivate donors interested in long term sustainability
 - Secure 10 new planned gifts (\$250,000+)
 - Secure 5 multi-year pledges (\$250,000+)

GOAL 2E: Assess Progress on Campaign and Adjust Goals as Needed.

- FY27–29

Monthly cultivation reports to Executive Committee and Campaign Planning
- Quarterly reports and discussion at Board meetings



Above: Roland Petersen (b. 1926), *Moon Picnic*, 2014, acrylic on canvas, 30 x 42.5 in. Collection Monterey Museum of Art. Gift of Roland Petersen and Caryl Ritter, 2023.005.

Front Cover: Francis McComas (1874–1938), *Cypress, Monterey*, c. 1930, oil on canvas, 41 x 60 in. Collection Monterey Museum of Art. Gift of Jane and Justin Dart, 2009.039.