

# New Membership Ideas Meet Tried & True Methods

Tuesday, May 10, 2022  
1:30 - 2:30



# Presenters



Mae Daniller  
President, Daniller + Company

**Brooklyn Museum**

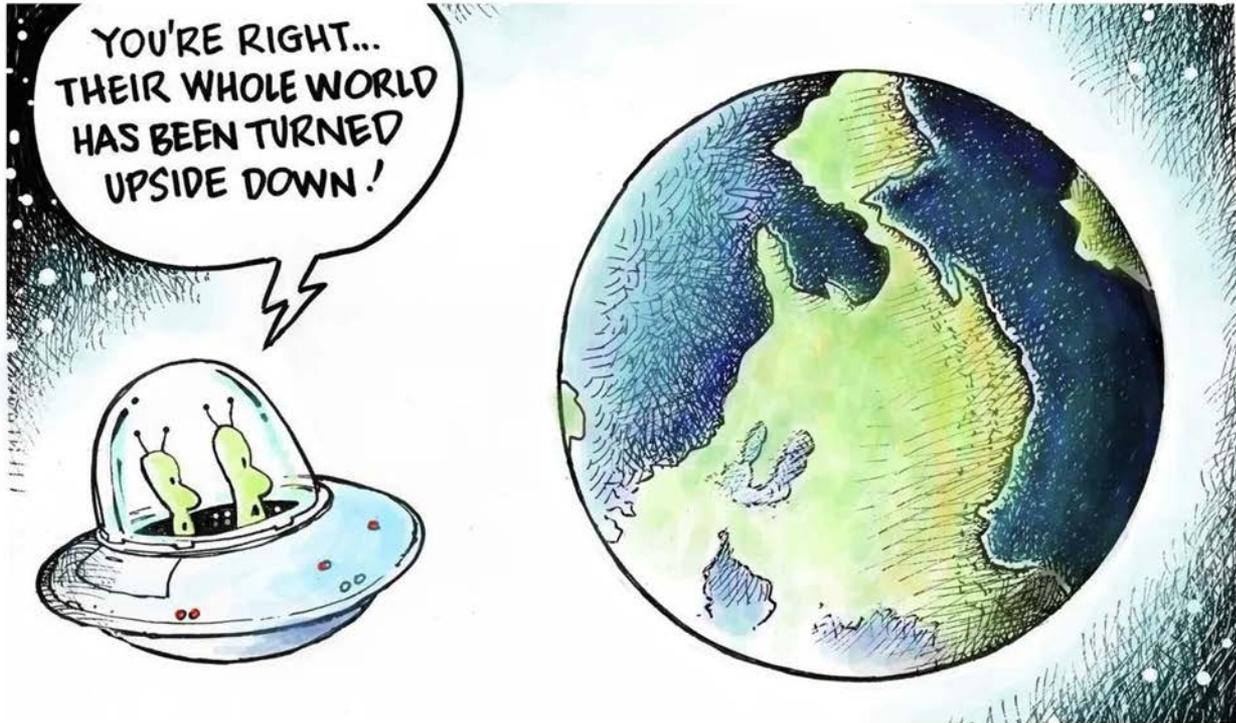
Victoria Musselman  
Membership Manager, Brooklyn Museum

Philadelphia  
Museum of **Art**

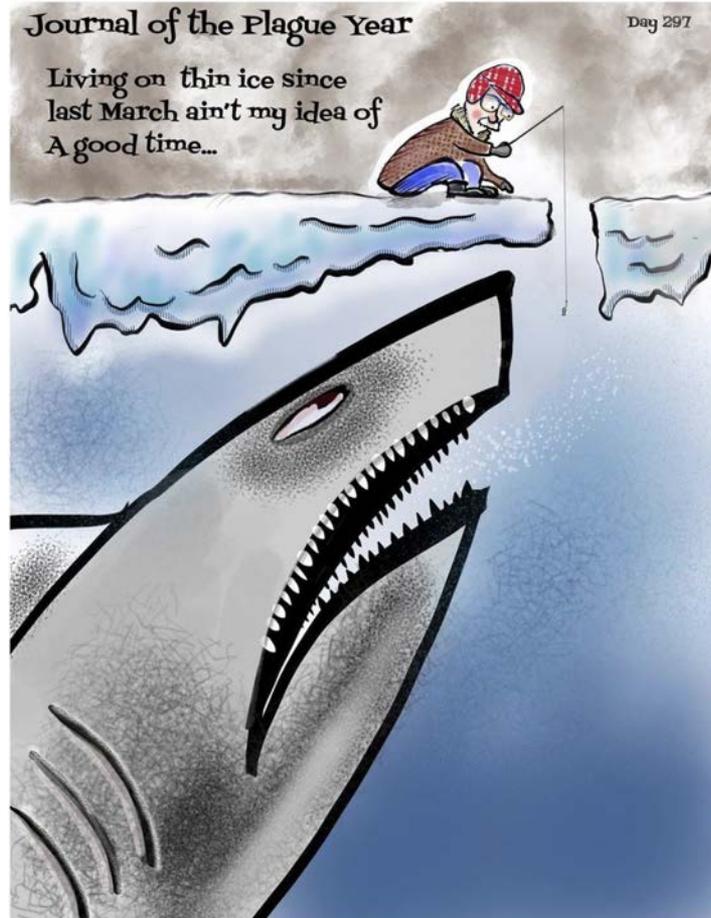
Aidan Vega  
Director of Membership & Audience Strategy  
Philadelphia Museum of Art



Cari Maslow  
Chief Operating Officer, Daniller + Company



Dave Granlund



Gary Handman

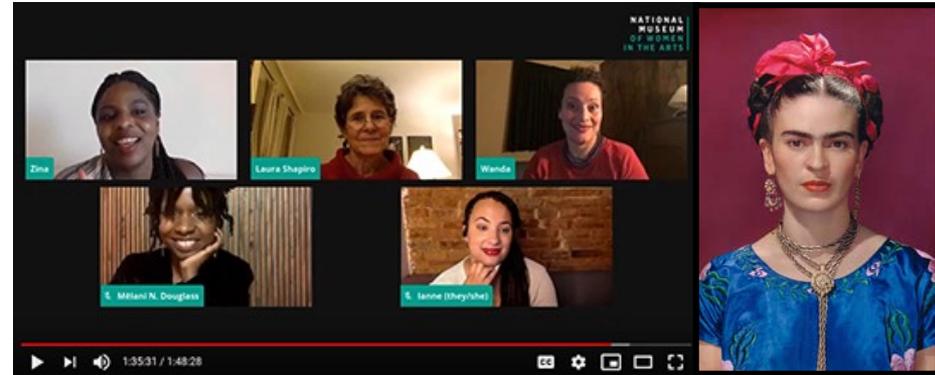


## What We'll Dive Into

- How to create a six-month membership program
- How to establish monthly membership dues and auto-renewals
- More innovations from your companion museums

# Innovations to Beg, Borrow, or Steal!

- **Virtual Happy Hours** at NMWA with Frida Kahlo and Artemesia Gentileschi
- **Museum Pass** at the High Museum of Art
- **Digital Membership Cards**
- Autogenerating mail to your members and prospects – become your own **inhouse creative, design, and production shop**
- **Redefine your membership renewal calendar**, like LACMA

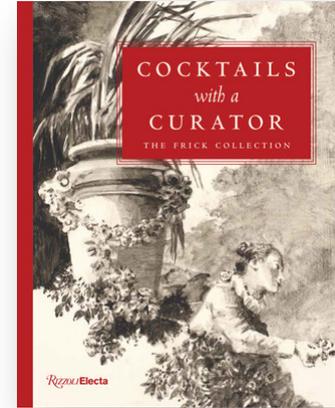


Frida Kahlo in blue satin blouse, 1939, photograph by Nickolas Muray. © Nickolas Muray Photo Archives



# Innovations to Beg, Borrow, or Steal!

- Monetize or expand what started in the pandemic
  - Penn Museum & **virtual group sales**
  - The Frick Collection publishing *Cocktails with a Curator* book
  - The Barnes Foundation's **virtual membership orientation**
  - Cooper Hewitt **collaborations** across the Smithsonian
  - Guggenheim's **rotunda conversion**



# Brooklyn Museum

6-Month Membership Program  
Victoria Musselman  
Brooklyn Museum



# Brooklyn Museum (BkM)

- Encyclopedic art museum, with a focus on contemporary art and social justice and especially known for Egyptian collection and Elizabeth A. Sackler Center for Feminist Art
- 17,000 (\$39 - \$1,000) membership households
  - Majority of members at Dual (\$125) level
- Closed for a total of 6 months during the pandemic
- Launched six-month membership program when museum reopened in September 2020

# What problem were we trying to address?

- Our team was trying to be proactive and forward-thinking
- We wanted to make space for everyone to feel like they could be a member
  - Membership is for everyone!
- Rethink what membership can be and what it can look like

# The Challenge

What problem were we trying to address?



# The Solution

Enter...the six-month  
membership

- Monthly model not an option, as it presented its own set of technological challenges
- Six-month model allowed us to introduce:
  - a more accessible price point
  - flexibility at a time when we didn't know if the museum would have to close again
- Easily folded into our existing setup for processing and tracking membership

# How did we get buy-in?

- Membership has been a priority for the institution since 2018
  - Board interested in auto renewal and monthly models, but our technological infrastructure didn't support either one
- The pandemic was the unfortunate impetus that gave us freedom to do something different
- During closure, the board kicked into action and created special committees
  - We presented a “Membership 101” to the board and shared a few ideas, including the 6-month membership model
  - Everyone was supportive and open to trying something new

# How did we build it into our existing processes?

- Ironed out the details:
  - Priced in such a way that two six-month terms would actually cost about the same as an annual membership: \$39 for an Individual and \$64.99 for a Dual (vs \$75 and \$125)
  - All of the same benefits, with the exception of parking passes
- Worked with our operations and web teams to build payment forms and a new landing page for the membership
- Value proposition a no-brainer with two shows ticketed at \$25 each
- Originally intended as introductory offer only, but decided to allow people to renew at that level in keeping with the spirit of the program

# Renewal Strategy

- Folded into existing renewal strategy, with slightly fewer touchpoints
  - 4 emails vs 7 for annual members
  - 1 mailer vs 5 for annual members
- Kept costs down by implementing a largely digital strategy, with only a single mailer
- Asked people to renew for another six months at the same price, or move up to a full year with a 10% discount

**Brooklyn Museum**  
Membership Renewal

Please take a moment to renew your Brooklyn Museum Membership today by returning the attached form with your contribution. Thank you for supporting the arts in Brooklyn!

Member Name: \_\_\_\_\_  
Current Member Level: 6-month Individual  
Expiration Date: 3/31/2022

If you've already renewed your Membership, please disregard this statement and accept our heartfelt appreciation.

**Brooklyn Museum** Membership Renewal    Yes! I want to renew my Brooklyn Museum Membership and enjoy more great art with special perks.  
 Individual \$76    6-month Individual \$39    Dual \$125    6-month Dual \$66    Other \$ \_\_\_\_\_

Renew today and join us for the Virgil Abloh: "Figures of Speech" Member preview on June 30!

4231

**Renew your Membership today!**

The strength of our Member community is our greatest asset, now more than ever. By renewing your Membership, you help make possible the great art, big ideas, and courageous conversations that can only happen here.

Discount applied to card. Memberships are non-transferable and non-refundable. Categories and benefits are subject to change.

As a Member, you enjoy unlimited free admission, including ticketed exhibitions (a savings of up to \$25 per person); discounts on dining and shopping; access to ticket presales; invitations to Member Mornings; and other perks. You also ensure that we can continue to create inspiring encounters with art for all our Members and visitors.

To show our appreciation, we're pleased to offer you a 10% discount when you renew for a full year.

**Individual 6-Month** \$39  
Benefits for one person  
[VIEW PERKS](#)

**Individual Full Year** \$67  
Benefits for one person  
[VIEW PERKS](#)

**Dual 6-Month** \$64.99  
Benefits for two people (for one person and one guest per visit)  
[VIEW PERKS](#)

**Dual Full Year (best value!)** \$112  
Benefits for two people (for one person and one guest per visit)  
[VIEW PERKS](#)

Current membership: 6-month Individual  
Expired on: 3/31/2022    Member No.: 5318

I have added a charitable contribution of \$\_\_\_\_\_ to my Membership gift.

Enclosed is my check for \$\_\_\_\_\_.

Please charge \$\_\_\_\_\_ to my credit card.  
 Visa    Mastercard    American Express    Discover

I'm going great! Email me in the Automatic Renewal Program. (See reverse for details.)

Card number \_\_\_\_\_ Exp. date \_\_\_\_\_  
Name of cardholder \_\_\_\_\_ 0422MX-R4SA



**Brooklyn Museum**

Our doors are officially open! We're thrilled to welcome you back to our galleries and to a fresh lineup of socially distanced programs on our plaza! There's so much to see, but keep in mind we have **new convenient hours and timed tickets** and **new health and safety protocols**.

[Get tickets](#)

**But wait, there's more! We're also excited to launch a brand-new 6-month Membership option.** This discounted offer is perfect for new Members who aren't ready to commit to a full year but still want to enjoy special Membership perks while supporting the Brooklyn Museum. Benefits include unlimited free admission to the Museum, including our ticketed exhibition *Studio 54: Night Magic*, as well as discounts on public programs, art classes, shopping, and so much more!

[6-month Membership](#)

We began promoting the 6-month memberships around the museum's reopening

Join our community of trailblazers

♥ 💬 ↗ 📌

brooklynmuseum Not ready to commit to a full year of Membership right now? Test it out for only \$25 and get six months of perks! You'll get all the benefits of a full-year Membership, including an invitation to see **KAWS: WHAT PARTY** before it opens to the public. Don't wait, because this discounted rate expires at midnight. Join now via link in bio!

We collaborated with the social media team to promote discounted 6-month memberships as part of our "Brooklyn Love" campaign during Black Friday, Cyber Monday, and Giving Tuesday

**Brooklyn Museum**

# LOVE

## Four Ways to Show Your Brooklyn Love

Show us your Brooklyn love and be an important part of our future by participating in one—or all four—of the exciting giving opportunities below! Starting today, we're thrilled to bring you discounted offerings and special programs that support the Museum during these unprecedented times. With a donation or purchase of any amount, your generosity makes possible our groundbreaking exhibitions, programs, publications, and community-building events and champions the fight for equity in art, politics, and culture.

**1**

**Discounted 6-Month Memberships**  
Through November 30

Not ready to commit to a full year of Membership right now? Take advantage of discounted 6-month Memberships now through Monday, November 30. Starting at just \$25, you'll get all the perks of being a Member, including discounts on shopping and programs and free admission to **KAWS: WHAT PARTY**.

[Join](#)

We're also extending discounts on our Young Leadership Council and Director's Circle Memberships.

[Patron Memberships](#)

Email blast for our "Brooklyn Love" campaign"

**Brooklyn Museum**



It's time to renew!

Dear <<Preferred Salutation>>:

You're a trailblazer.

This year, you joined the Brooklyn Museum as a Member, and your support has been vital. I hope you've enjoyed your six months of Membership perks for great art, big ideas, and courageous conversations.

Your continued support means so much to us. That's why I'm writing to let you know that **your Membership expires next month** and to offer a **10% discount when you renew for a full year today. (Save up to \$100!)**

[Renew Now](#)

There are so many reasons to continue as a Brooklyn Museum Member, including:

- **Unlimited free admission**
- **VIP access to *Andy Warhol: Revelation***, open through June 19 with **Members-only hours on Saturday mornings**
- More exceptional art to experience, including **Virgil Abloh: "Figures of Speech"**, opening with a Member Preview on June 30
- Special Members-only programs like **Coffee Chats** with artists and experts
- Discounts on shopping, dining, innovative programs, and more

Not ready for a full year? **You can renew for six more months at the \$39 Individual level or the \$65 Dual level.**

We would be honored to have you renew as part of our Museum family. Thank you! Sincerely,

*Victoria Musselman*  
Victoria Musselman  
Membership Manager

P.S. We really do appreciate you! **Please renew today to save 10% on a full year of Member perks or sign on for six more months.**

The first renewal email is sent one month before expiration date

Examples of promotions and solicitations

# What does success look like?

## Short-term success

We wanted 1,000 people to enroll in the first year

Prevent cannibalization of existing program

1,925 people enrolled in the first year

Less than 0.5% of enrollments were members

## Long-term success

Make the museum more accessible

Have membership mirror top visitor zip codes

Get other teams at the museum excited and talking about membership

91% of six-month members were first-timers

Made progress toward closing that gap

Successful collaborations indicate that this model has engendered buy-in and enthusiasm

# Digging into the zip code gap

The top five zip codes for our annual membership have historically tracked with the top five zip codes of ticket-buyers for special exhibitions (fixed price), but not the top five zip codes of ticket-buyers for general admission (pay-what-you-wish).

We wanted to get to a place where membership *did* track with general admission ticket-buyers.

## Top 5 Member Zip Codes

Annual Membership	6-month Membership
11238	11238
11215	11215
11201	11201
11217	11216
11225	11217





# Looking ahead...

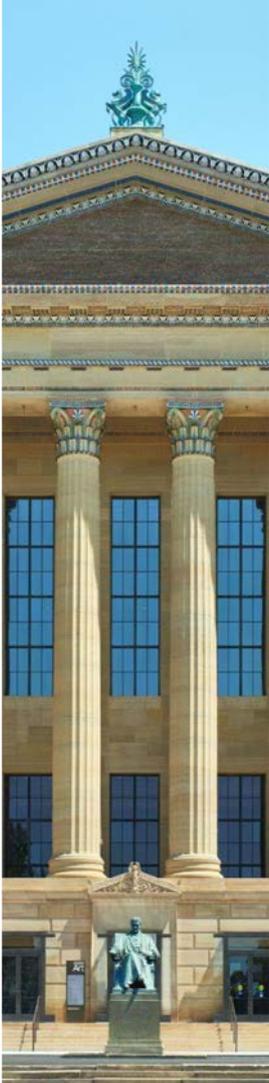
- Using six-month members as a test group for phasing out physical membership cards
- Bundling membership with other ticketed items
  - For example, including a six-month membership with fundraiser ticket or in ticket price for a sure-to-sell-out program
- Incorporating into future acquisition campaigns as a more accessible entry point
- Piloting other new models of membership
  - For example, community membership for students who participate in certain museum programs

# In conclusion

- We wanted to try something new
  - Rethink what membership can be and what it can look like
  - Incorporate DEIA values, creating something inclusive and accessible
  - Make space for everyone to feel like they can be a member
- The pandemic set the stage for experimentation
- Took a small, calculated risk with a clear exit strategy if it didn't work out
- Regular check-ins to measure challenges and successes
- Folded into existing processes, keeping in mind limited resources
- Improved our relationships with other teams, who in the past have been uncomfortable with the idea of membership
- Success of the program has given us freedom to try more new things

# Two Auto-Renewal Programs

## Aidan Vega & Cari Maslow



## Philadelphia Museum of Art (PMA)

- Art Museum, collection includes:
  - American Art, Contemporary Art, Costume & Textiles, East Asian Art, European Decorative Arts and Sculpture, European Painting, Prints, Drawings & Photographs, and South Asian Art
- 32,000 (\$25 - \$1,500) membership households
- Introduced digital membership card in 2021
- Launched monthly auto-renewal program in 2021



## Carnegie Museums of Pittsburgh (CMP)

- Four Museums
  - Carnegie Museum of Art
  - Carnegie Museum of Natural History
  - Carnegie Science Center
  - The Andy Warhol Museum
- 33,000 basic-level (\$50 - \$250) membership households at beginning of 2020
- Introduced digital membership card in 2014
- Launched annual and monthly auto-renewal program in early 2015

# How We Define Auto-Renewal

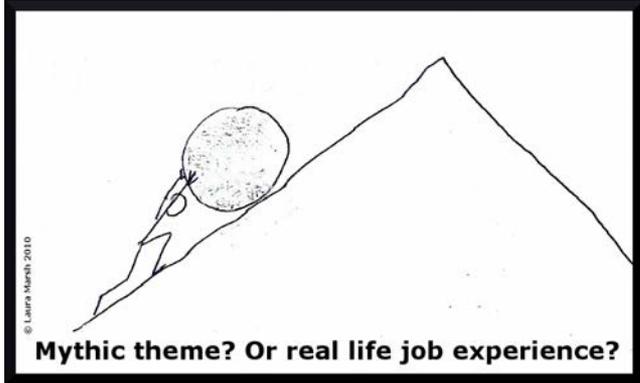
## PMA:

- Monthly option (sun-setting annual)
- Objective was to create a recurring giving program within the membership program
- Must be purchased online
- The backend:
  - Payment made through Accesso Passport
  - Mobile card by Guide by Cell (data from Raiser's Edge)
  - Barcode scanned at entry with handheld scanner

## CMP:

- Monthly & annual option
- Objective was to create a recurring giving program within the membership program
- Must be purchased online
- The backend:
  - Payments processed via Luminate
  - Mobile cards created with a mobile website (data from Luminate)
  - Barcode scanned to pull up member record in Siriusware at entry

# Challenge



## PMA:

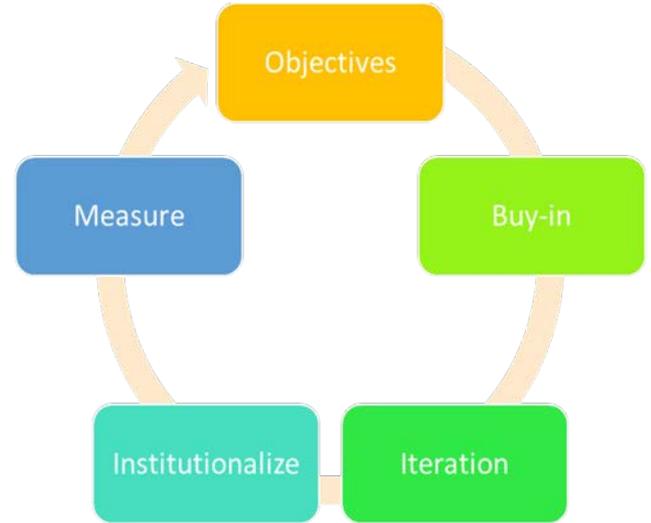
- Strong membership program that was beginning to be weighed down by acquisition costs and low first-year retention (28%).
- Strategic plan with a goal to cultivate the next generation of museum goers and make the museum more accessible.
- Invest in a variety of methods to increase first-year retention including implementing a monthly giving program.

## CMP:

- Four museums with varying audience goals but a shared desire for more revenue
- Membership program was not growing significantly – tracking with admissions
- Other methods of impacting first-year retention were helping but not enough

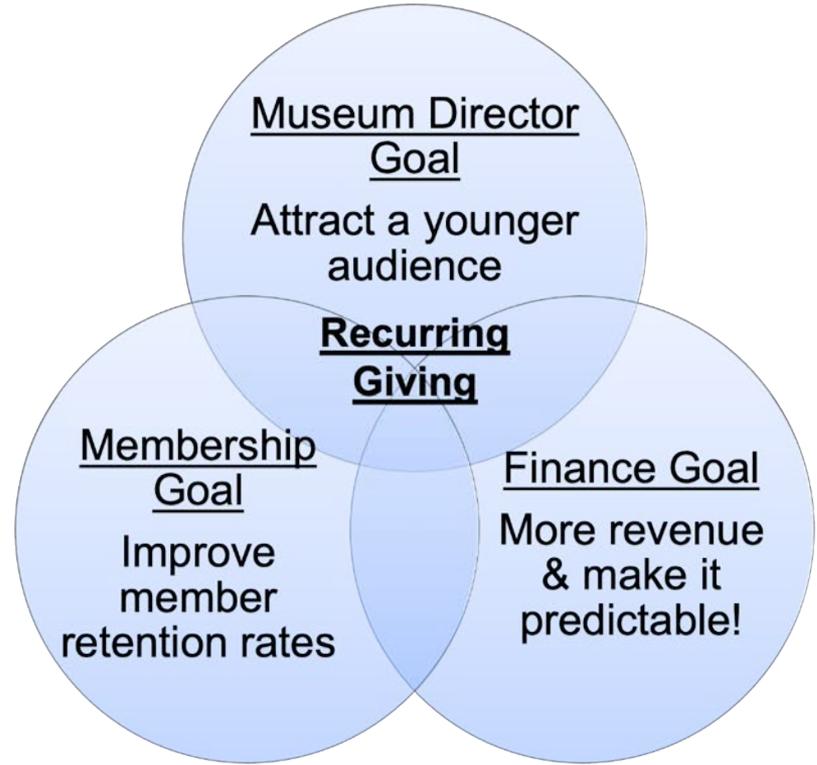
# So you have a new idea.....

- Objectives: What will it help to accomplish?
- Buy In: How do you secure agreement to move forward?
- Iteration: Can you implement in achievable pieces and move toward the ultimate vision?
- Institutionalize: How do you incorporate into renewals, upgrades, data entry, front lines?
- Impact: What metrics are you going to use to measure progress?



# Objectives: Intersection Is Key

- What are you trying to accomplish?
- How does it intersect with the museum's vision?
- Think through perspectives of all stakeholders during evaluation
- Prioritize & simplify
- Develop the elevator speech



# Objectives

## PMA:

- Increase membership revenue long-term by targeting first year retention
- Increase participation among younger audiences (18-45)
- Make membership more accessible

## CMP:

- Uncouple membership revenue trends from admissions trends
- Meaningfully impact member retention
- Increase participation among younger audiences



# Buy In: Securing Agreement

- Plan needs to address objections & fears
- Develop gradual implementation plan
- Talk it into existence - listen for opportunities to bring your idea up as a great solution
- Use industry information to support your idea
- Reach out to your membership network for support, ideas & to workshop the plan
- Secure internal advocates
- Over communicate to staff, peers & leadership



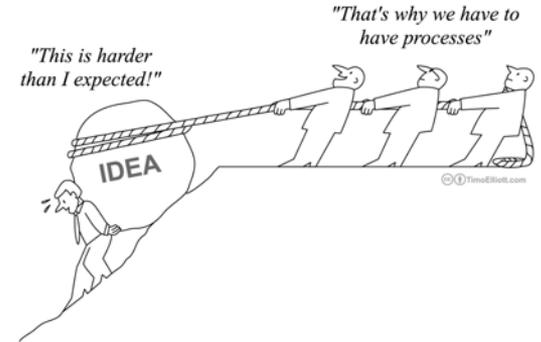
# Buy In: Securing Agreement

## PMA:

- Three-year process
- Cross institutional launch meeting
  - With data to support claims
  - Subsequent updates
- Lessons learned about systems search gone astray
- Persistence and support from internal and external colleagues

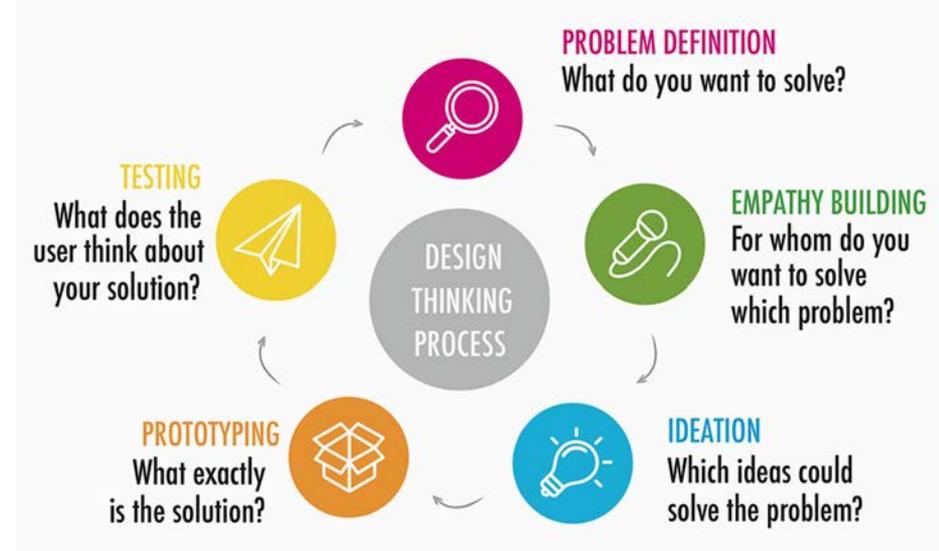
## CMP:

- Part of a plan to increase breadth of member base focusing on core audience
- Leapt on one museum's desire to attract a younger audience to advocate from a different direction & add urgency
- Tackled key objections to remove roadblocks



# Iteration: Start Strategically but Start

- Big ideas typically require gradual implementation
- Perfection is the enemy of progress
- Impossible to plan for every possible scenario
- Expect things to go wrong
- Build in opportunities for feedback and improvement



# Iteration: Start Strategically but Start

## PMA:

- Used existing system to accomplish the basics and compromised on functionality
- Launching during a pandemic
  - 45% increase in online giving from FY19
  - Launched monthly giving and digital membership cards in July 2021
- September 2021 began to test promotion in email and mail
- User experience is going well, but backend we are still tweaking

## CMP:

- Began by creating mobile membership card
- Turned on recurring giving
  - Incorporated into direct mail
  - Added telemarketing & frontline functionality
- Triaged problems as they arose
  - Credit card updater
  - Delays related to system syncing process



# Institutionalize: Incorporate into the everyday work

- Incorporating idea into existing processes is key to sustainability
- Decisions, objections, and systems will impact implementation
- Start where you can have the greatest impact to your objectives
- It's okay if part of your plan doesn't work - regroup & move forward



# Institutionalize: Incorporate into the everyday work

## PMA:

- Added monthly price on existing communications
- Ensured user experience was seamless
- Integrate into existing processing and acknowledgement systems
- Create reporting that showed current and expected revenue for finance
- Still working on ability for on-site and telemarketing sales

Philadelphia Museum of Art

Membership

No images? [Click here](#)

### Membership Options

If you prefer to break out your membership contribution, membership, please join online. If you need assistance, call support.

<b>Member</b> \$75 (\$6.25/month)* Fully tax-deductible	For 1 A
<b>Member Plus</b> \$125 (\$10.41/month) Fully tax-deductible	For 2 A
<b>Keystone</b> \$250 (\$20.83/month) All but \$68 is tax-deductible	Admis 4 one- 2 one- Recipr
<b>Sustainer</b> \$500 (\$41.66/month) All but \$92 is tax-deductible	All Key Admis Invitati 2 more
<b>Sponsor</b> \$1,000 (\$83.33/month) All but \$253 is tax-deductible	All Sus Invitati A beh Compl
<b>Patron</b> \$1,500 (\$125/month) All but \$333 is tax-deductible	All Sponsor benefits, plus: 2 tickets for a guided exhibition tour Invitation to the Annual Patron Thank You Event Invitation to an Associates event

## Experience the Museum as a Member

### Unlimited Art, Access, and Benefits — Starting at \$6.25 per Month

\*Monthly giving is currently only available online and cannot be combined with another offer. Thank you

# Institutionalize: Incorporate into the everyday work

## CMP:

- Ability to incorporate into existing processes was key requirement
- Varied systems by donor level to match expected user experience
- Front line sales was the last implementation hurdle
- Upgrades and making sure members who lapsed reentered the solicitation cycle were a challenge

**Carnegie Museums of Pittsburgh Membership Levels**

**All Carnegie Museums of Pittsburgh Members Receive These Outstanding Standard Member Benefits:**

- Unlimited free general admission to Carnegie Museum of Art, Carnegie Museum of Natural History, Carnegie Science Center, and The Andy Warhol Museum
- Free admission to more than 300 science and technology centers worldwide. See list at [www.cmu.org/members/join-us/about.htm](http://www.cmu.org/members/join-us/about.htm)
- Complimentary subscription to CARNEGIE magazine
- Generous discounts on classes, camps, standard Christmas films, lectures, and special events at all four museums
- Invitations to members-only events and special programming
- 10% discount on purchases at all FOUR lab coats museum stores (20% during Member Shopping Day!)

**Family \$150**  
  
**2 Adults, 4 Kids, 1 Caregiver**  
 ■ Free admission to all 4 museums and standard benefits for everyone covered by the membership.  
 Just \$12.50/month with monthly membership payments.

**Dual \$100**  
  
**2 Adults or 1 Adult and 1 Guest (adult or child)**  
 ■ Free admission to all 4 museums and standard benefits for everyone covered by the membership.  
 Just \$8.32/month with monthly membership payments.

**Individual \$75**  
  
 ■ Free admission to all 4 museums and standard benefits for 1 adult.  
 Just \$6.25/month with monthly membership payments.

**Senior (65+) \$50**  
  
 ■ Free admission to all 4 museums and standard benefits for 1 adult age 65 or older.  
 Just \$4.17/month with monthly membership payments.

Learn more about monthly membership payments online at <http://members.carnegiemuseums.org/monthly>.

**Premium \$250**  
  
**2 Adults, 8 Guests (adults or children), 1 Caregiver**  
 ■ Free admission to all 4 museums and standard benefits for everyone covered by the membership.  
 ■ 30% discount in museum cafes.  
 ■ 10 half-off Christmas soups.  
 ■ Reciprocal privileges at select art and natural history museums.  
 Just \$20.83/month with monthly membership payments.

**Friend \$350**  
  
**2 Adults, 2 Kids, 8 Guests (adults or children), 1 Caregiver**  
 ■ Free admission to all 4 museums and standard benefits for everyone covered by the membership.  
 ■ Invitation to special Christmas film event.  
 ■ Exclusive travel opportunities.  
 ■ Reciprocal privileges at select art and natural history museums.  
 ■ Personalized services to help schedule your visits.  
 ■ 30% discount in museum cafes.  
 Just \$29.15/month with monthly membership payments.

Make a gift of \$350 or more and you'll join the ranks of our Donors Circle. You'll receive all Premium level benefits, plus other exclusive privileges, and your gift will do even more to support the important work of our museums. Call 412.622.5772 for more information.

Step up to a Donor level:  
 Friend \$350-\$499       Gold \$500-\$999  
 Benefactor \$1,000-\$1,494       Platinum \$1,895+

**Easy Ways to Renew**  
**MAIL** Send this form in the enclosed envelope.  
**VISIT** Renew in the lobby of any of our 4 museums.  
**PHONE** 412.622.3314  
**ONLINE** at the URL printed on the front of this form.

**Thank you for your support!**  
**CARNEGIE MUSEUMS OF PITTSBURGH**  
*Four distinctive museums*

**CARNEGIE MUSEUMS OF PITTSBURGH MEMBERSHIP RSVP**

**YES!** I want to become a Carnegie Museums of Pittsburgh member and enjoy a year of **free admission, special privileges, and insider's access** at all four museums. I am enrolling today at the discounted level noted below:

**FAMILY \$150 \$135**  
 + \$10 museum store gift card

**DUAL \$100 \$90**  
 + \$10 museum store gift card

**INDIVIDUAL \$75**

**PREMIUM \$250 \$225**  
 + \$10 museum store gift card

**FRIEND \$250 \$325**  
 + 10 free tickets for educational films at The Rangos (\$100 value) & \$10 museum store gift card

**SENIOR (65+) \$50**

Join by **July 31, 2018** to receive special discounts on our most popular membership levels! **PROMO CODE: 1234567**

Sample A. Sample  
 Address  
 Address  
 Address  
 City, State Zip

**4 EASY WAYS TO JOIN!** **MAIL** Send it in the enclosed postage-paid envelope. **PHONE** 412.622.3314. **VISIT** Join us in the lobby of any of our 4 museums. **ONLINE** [members.carnegiemuseums.org/brick18](http://members.carnegiemuseums.org/brick18) Monthly payments now available online!

# Measuring Impact: Is it accomplishing what you hoped it would?

- Ensure effective use of resources
- Build case for additional resources
- Measure based on your objectives
- Look for unexpected consequences  
- good & bad
- Don't forget user experience
- Enables process pivots to improve results

## Metrics for an Membership Monthly Auto-renewal Program

- Impact on first-year member retention
- Retention rate - revenue & participants
- % of total membership base
- % new revenue vs. replacement
- % change in monthly revenue
- Rate of growth
- Program rate of growth - before & after
- Demographics of participants
- Impact to credit card fees
- User satisfaction

*“However beautiful the strategy you should occasionally look  
at the results.” - Winston Churchill*

# Measuring Impact

## PMA:

- More enrollment among Young Friends
- Year introduced:
  - 2% of households enrolled
  - 10% of those enrolled our Young Friends (21-45) (1% of general base)
  - Tests in acquisition are performing equal to control (2 free months)
  - 13% growth in member base YTD; 22% increase in member revenue
  - 87% of enrollees were new members or at-risk renewals

## CMP:

- Demographics were different but also the same
- Year introduced:
  - 9% growth in member base; 5% increase in member revenue
  - 9 percentage point increase in first-year retention
  - 78% of enrollees were new members or at-risk renewals
- 5 years later at the beginning of 2020:
  - 8% of member base enrolled
  - \$40k in incremental payments each month
  - Just under 80% retention rate
- 5-year revenue growth:
  - Prior to Introduction: 12% (with price increase)
  - After introduction: 23% (no price increase)



# Change Takes Time (but it's worth it)



## Key Takeaways

- Pandemic turned the world upside down, and required pivoting, changing, reimagining membership
  - New creative ideas were implemented, now continue with the best
- Six-month memberships bring in new audiences
  - Flexibility and accessibility in membership
- Monthly memberships and auto-renewals stabilize membership's income streams
  - Getting institutional buy-in is critical, then making this work long-term
- Use your resources to determine which innovations to add and how to do it
  - Colleagues
  - Counsel



# Contact Information



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## Brooklyn Museum

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