



Our Mission Is  
**Advancing Yours**

GG+A

Grenzebach  
Glier and  
Associates

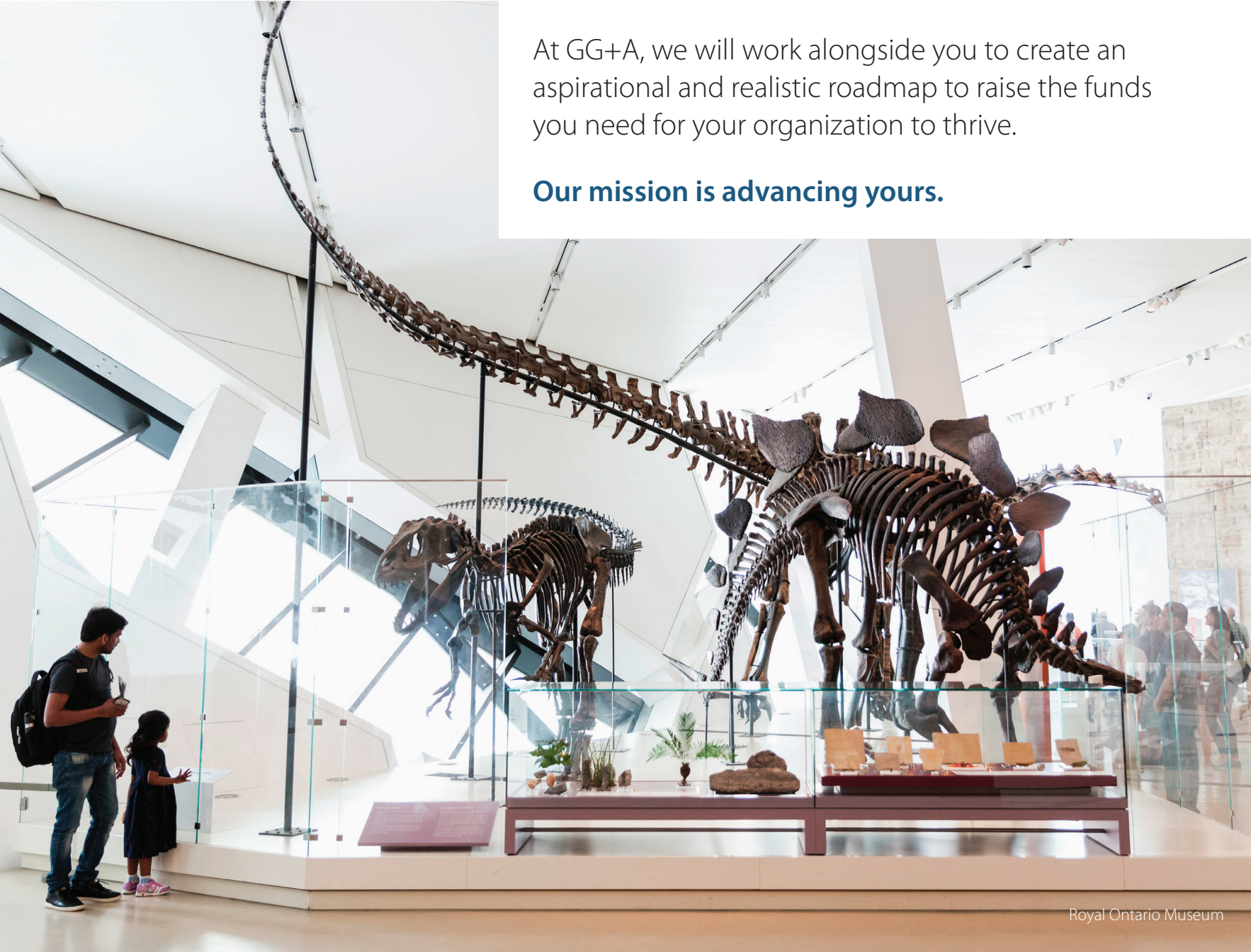
Arts +  
Culture



**We partner with you to achieve substantial, sustainable growth.**

At GG+A, we will work alongside you to create an aspirational and realistic roadmap to raise the funds you need for your organization to thrive.

**Our mission is advancing yours.**



## This Is Your Moment

When working as a grant writer for a regional theater company in Cleveland, Ohio, I used to sneak to the back of the house before each student matinee to hear the buzz of excitement. The Education Director would come onstage and tell students that they were about to experience something incredible—something that would happen, “this one way, this one time, just for you.” Those words have stayed with me, reminding me to meet the moment.

GG+A understands the distinctive opportunities that cultural institutions face in this moment. We recognize the nuances of developing relationships with patrons, members, ticket buyers, and donors. We realize that—more than some other types of institutions—you must build your prospect pool one patron at a time. We have partnered with many institutions just like yours, from museums to opera companies, to zoos and aquariums, to symphony orchestras and many others. And we understand how to build an aspirational and realistic roadmap for raising the funds you need to flourish.

Our arts and cultural clients vary significantly in size and need. Some want help building their programs from the ground up. Many rely on large gifts from trustees and need a plan for diversifying their pipeline. Others come to us specifically for our expertise in developing campaign strategies. But they all share a desire for philanthropic growth.

Drawing on deep experience across the sector, we will employ the most sophisticated analytical tools in the business—including donor insight surveys, prospect pool analyses, and benchmarking among peer institutions—to learn about your individual context, address your objectives, and develop customized solutions that help you achieve your goals.

My colleagues and I are eager to join you as partners in meeting your moment and building a path for growth together.



**Anne S. Kohn**

*Senior Vice President and Practice Area Leader  
Arts & Culture  
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MEET OUR CLIENTS

## Filoli Historic House and Garden

**Situated on a picturesque stretch of greenspace in the San Francisco Bay Area, the Filoli Historic House and Garden in Woodside, California, is suddenly commanding global attention.**

Considered one of the finest remaining country estates of the 20th century, this Georgian-revival mansion surrounded by 654 acres of beauty welcomed global heads of state in the fall of 2023.

Yet even before its serendipitous moment on the world stage, Filoli was quietly blossoming. Once attracting 125,000 visitors annually, it has seen those numbers nearly triple since 2016. In addition to hosting seasonal and private events, the gardens house five distinct ecosystems, three water wells, and an orchard.

The need for improved facilities and amenities for patrons, along with a desire to be leader in sustainability, led the Filoli team to consider a multimillion-dollar capital campaign—despite having never had a major gifts program, and operating almost entirely on earned revenue.

Filoli initially engaged GG+A for a campaign feasibility study and has since expanded the scope of that work to include the development of a case for support and strategic campaign counsel. The GG+A team also partnered with Filoli to identify and understand its top prospects, so fundraisers could prioritize their time productively.

“GG+A can provide a fresh way of looking at your resources.”

“GG+A can provide a fresh way of looking at your resources,” says Filoli’s President and CEO Kara Newport. “I think cultural institutions are used to assuming some things about their donors that might not entirely be true once they’ve examined the data.”

In California’s land of quick pitches and venture capital, Kara admits that her team’s perception of GG+A as an “East-Coast”-style firm that works with predominately higher education clients did not turn out to be true. Instead, GG+A was quick to adapt its recommendations to Filoli’s needs, including how to approach leadership briefings with prospective lead givers.

But the real value of this partnership, Kara says, has been developing Filoli’s fundraising capacity and equipping her team for long-term success—not simply for a campaign, but also for any future opportunities.

“GG+A was able to help us identify what we need and then fill the gap, and that’s been really critical for us,” she says. “It’s helped us do things more quickly than we would have been able to do them on our own.”

*Build internal capacity with comprehensive fundraising counsel and strategic communications*





# Ways We Partner

## Our services are designed to help arts and cultural organizations accelerate fundraising growth.

We will partner with you to build a fundraising program that touches all facets of your institution—gaining a thorough understanding of your existing development program and performance, along with your potential and aspirations, to develop a roadmap for success. Our counsel is not only informed by data and institutional knowledge, but it is also guided by who you are and where you want to go.

### FUNDRAISING PROGRAM GROWTH

- Project studies on program growth
- Project benchmarking and business planning for new investments and development growth
- Funding strategies for development programs and building ROI

### PROSPECT MANAGEMENT

- Donor research and philanthropic analytics
- Donor discovery and qualification dashboards
- Major gift portfolio configuration
- Constituency building

### CONSTITUENT ENGAGEMENT

- Stewardship program design and surveys
- Constituent engagement and strategic outreach planning
- Board and volunteer engagement
- Community-based outreach and virtual programming
- Professional survey research with SurveyLab

### STRATEGIC COUNSEL

- Ongoing strategic counsel and program support for every scale or program
- Support for strategic planning, Board development, new resource deployment, and the configuration of large-scale gifts

### PROGRAM SUPPORT

- Annual giving programs
- Gift and estate planning strategies
- Donor or patron Giving Circles
- Admissions and membership structures
- Major and principal gift programs

### ADVANCEMENT SERVICES

- IT and infrastructure support
- CRM selection and deployment
- Change management support for new systems implementation
- Financial and strategic planning, stakeholder management reporting

### FUNDRAISING CAMPAIGNS

- Campaign and goal formulation; strategy/planning
- Feasibility and planning studies
- Special purpose campaigns, briefing and outreach programs, capacity analysis

### ADVANCEMENT LEARNING

- Teaching and coaching for professional staff, Board members, volunteer leaders, and chief executives
- Mentoring and training

### COMMUNICATIONS

- Strategic communications and collateral for gift officers and institutions
- Support in building compelling gift propositions at every gift level
- Impact stories and webinars



MEET OUR CLIENTS

# Brevard Zoo



“It was a big change for us to go from an events-based fundraising model to a philanthropic fundraising model.”

**“This has never been done in Brevard County.”**

**That is what Ellen Winter, Chief Philanthropy Officer at Brevard Zoo, heard repeatedly when she joined its leadership team. The Zoo was about to undertake its greatest challenge yet—a \$100 million project to construct an aquarium and conservation center at Florida’s Port Canaveral, the busiest cruise port in the world.**

Thanks to a small group of community members with a big dream, Brevard Zoo opened its doors to the public in 1994. Its founders envisioned a world-class zoo and conservation hub where people could “learn about animals and nature,” and “reconnect with the diversity of the life with which we share this planet.”

As ideas for the Zoo’s second campus took shape, Ellen’s colleagues were eager to make it happen, but they didn’t have data to know if it was attainable.

That’s what inspired the Zoo to partner with GG+A, Ellen explains. “We realized we didn’t have enough expertise internally, and that we needed a consultant to help analyze the data and figure out what this would look like.”

Building on the Zoo’s successful history of fundraising events, GG+A partnered with leaders to develop a major gifts strategy and implement metrics to empower fundraisers with trust and accountability. Together, they also determined the number of prospects required at various giving levels, and the strategic investments the Zoo would need to make in philanthropy staff and infrastructure before proceeding.

Now, as annual fundraising has grown from \$1.5 million to more than \$20 million, many of the Zoo’s key stakeholders are embracing a new culture of philanthropy that is less transactional and more transformational.

“It was a big change for us to go from an events-based fundraising model to a philanthropic fundraising model—learning more about our donors, learning about what mattered to them, talking about mission,” Ellen observes. “GG+A put together an incredible campaign plan that built the confidence of the Board to move forward.”

*Explore philanthropic analytics and prospect pool screening tools*





# Japanese American National Museum

**In partnership with a Smithsonian initiative entitled, *Our Shared Future: Reckoning with Our Racial Past*, the Japanese American National Museum (JANM) was one of three downtown Los Angeles museums included in a collaborative series of public programs exploring the history and legacy of race and racism. The series was designed to spark positive change and build a more equitable future.**

Incorporated in 1985 through the generosity and force of will of the Japanese American community, the Japanese American National Museum has become the largest museum in the United States dedicated to preserving, interpreting, and sharing with others the experience of Japanese Americans. It is also one of a small number of ethnically-focused museums in the US with a social justice lens.

Since its founding, the Museum has grown from a small nonprofit to a national organization, relying on philanthropy to raise nearly \$60 million in the early 1990s, which helped renovate a historic Buddhist temple and construct an adjacent pavilion several years later. JANM is an affiliate of the Smithsonian Institution and recipient of the National Medal for Museum and Library Services—the highest national honor in the field. And it was recently hailed by the Ford Foundation as “an American Cultural Treasure.”

“GG+A has been with us every step of the journey.”

In recent years, the JANM team has partnered with GG+A for its groundbreaking \$65 million comprehensive campaign. The plan included refining JANM’s case for support and providing interim staffing for the museum during a six-month gap in leadership.

GG+A provided continuity and ensured the JANM team had the right personnel and infrastructure in place to successfully complete the campaign, notes JANM’s Chief Development Officer Kelli-Ann Nakayama.

Along with creating an early feasibility study, developing a values-based case for support, and designing donor engagement strategies for leadership gifts, the GG+A team provided professional coaching and mentoring and helped guide JANM through the public launch of the campaign.

“GG+A has been with us every step of the journey,” says Kelli-Ann. “We are incredibly grateful for [their] thought partnership and support!”

*Learn about campaign consulting and interim program management*





# GG+A Values

**We want to ensure your institution’s long-term success.** That is why we work with you to develop a clear plan of action, complete with the analysis, strategy, and tactics needed to accelerate growth. With a diverse group of consultants and senior leaders from every service area, GG+A is committed to the following principles, which shape our partnership with you:



# GG+A By the Numbers







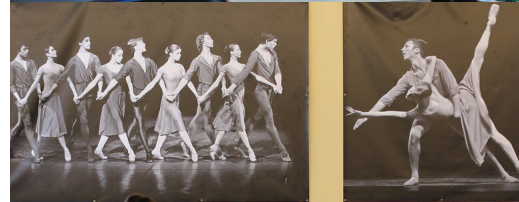
Learn more about GG+A's Arts & Culture Practice and meet our team.



Royal Ontario Museum



Brevard Zoo



Canada's National Ballet School



Perot Museum of Nature and Science



Museum Kunst Der Westkeuste



Lyric Opera of Chicago



Florida Aquarium



Los Angeles Master Chorale



Tate Britain





**GG+A**

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**Sustainable  
Transformative  
Philanthropy**

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Front cover: Art Institute of Chicago  
Back cover: Sarasota Orchestra

