The Grey Muzzle Organization
Strategic Priorities: 2021 – 2024

Fundraising

Supporting shelters and rescues to save senior dogs
- Grantmaking & Capacity-building

Infrastructure

Empowering people to help senior dogs thrive
- New Resource Development

Promoting action (adopting, fostering, donating) on behalf of senior dogs
- Communications & Marketing
Communications and Marketing

Goal: The Grey Muzzle Organization will increase public awareness of senior dogs as evidenced by: 1) a 30% increase in our social media stats, website traffic, print and broadcast media presence, and 2) inclusion in national forums/discussions on animal welfare, particularly the welfare of animals in shelters and rescues.

1. Create an integrated digital marketing plan and strategy to increase the number of people who engage with us by 30% by 2024, targeting:
   a. GMO social media channels
   b. Email communication
   c. Paid digital advertising
   d. Effectiveness of Google Ad Grant

2. Continue to increase print and broadcast media presence via feature stories, interviews, and press releases

3. Establish Grey Muzzle as a "thought leader" on senior dogs (e.g., expert commentary, guest speaking opportunities)

4. Maintain a state-of-the-art website

Grantmaking and Capacity-Building

Goal: The Grey Muzzle Organization will increase by 30% our investment in grants and other programs to support development and expansion of sustainable programs for senior dogs (and cats) nationwide and internationally

1. Increase awareness of GMO's grant program as evidenced by a 25% increase in grant applications, including applications from other countries

2. Continue to refine grant process, including launching off-cycle special grants annually (e.g., Learning Partnership, Sami Grants)
   a. Based on Sami pilot grant program and related research, determine the feasibility and viability of expanding grantmaking to senior cat programs
   b. Review bed fund policies, procedures, and desired outcomes, identifying and implementing any changes needed
3. Identify and pursue other strategies to move the field forward (collaboratives, regional grants, priority areas, etc.), implementing at least one strategy annually

New Resource Development

Goal: The Grey Muzzle Organization will be the premiere source for information and resources promoting the well-being of senior dogs and supporting efforts to improve their welfare.

1. Continue to collect and share information with the public on topics specific to senior dogs
2. Provide education, resources, and opportunities for networking to promote best practices for senior dog (and, possibly, cat) programs at shelters and rescues nationwide and internationally
3. Engage subject matter experts to share new research, treatments, best practices, and other developments to promote the well-being of older animals

Fundraising

Goal: The Grey Muzzle Organization will increase its operating budget by 30% so that we can: 1) continue to increase our annual grant awards, including offering special grants like the Learning Partnership and Sami Grants, and 2) invest in the human resources and infrastructure necessary for growth.

1. Increase number of monthly donors by 20%
2. Increase total value of corporate contributions by 40%
3. Continue to improve donor stewardship practices, resulting in an annual 10% increase in the total value of individual donations
4. Grow the planned giving/estate planning program by 30%
5. Obtain at least one grant annually

Infrastructure Development

Goal: The Grey Muzzle Organization will have the infrastructure and human resources required to implement our strategic priorities and achieve related goals.
1. Ensure adequate staffing to implement strategic priorities, prioritizing adding staff to the Communications and Marketing team (in particular, a Chief Storyteller/Content Developer) and the Fundraising team.

2. Develop and improve information management systems to increase efficiency and provide data to inform decision-making.

3. Increase the diversity of the board of directors to ensure oversight of Grey Muzzle’s work is informed by individuals with diverse backgrounds and perspectives, skill sets, and areas of professional expertise.