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GRCC'S 3-YEAR PLAN
2026-2028





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LETTER FROM CEO AND BOARD CHAIR

Dear GRCC Community,

As we look ahead to the next three years, we recognize that the landscape for our business community and the region we serve is evolving. Growth, workforce dynamics, and economic pressures are reshaping how organizations operate, connect, and compete.

This strategic plan reflects our commitment to meet that moment with clarity, focus, and purpose.

Over the past year, we listened to our members, partners, and community stakeholders. This plan is the result of a collaborative process led by our Board of Directors and shaped by many across our community. We are grateful to all who contributed.

Our 2026 to 2028 Strategic Plan is designed to strengthen connection, support business growth, and advance meaningful engagement.

It outlines a path grounded in strategic discipline, accountability, and measurable progress. We are focused on delivering real value to our members and the broader community.

We are committed to being more than a convening organization. We aim to be a catalyst for growth, a partner in progress, and a trusted resource.

We invite you to read this plan, share it, and find your place within its initiatives.

Sincerely,
Marji Graf
Chief Executive Officer

Kerri Donnelly
Board Chair



MARJI GRAF
PRESIDENT & CEO
GREATER ROCKVILLE
CHAMBER OF
COMMERCE



KERRI DONNELLY
CHAIR OF THE BOARD
OF DIRECTORS,
GREATER ROCKVILLE
CHAMBER OF
COMMERCE
REGIONAL DIRECTOR,
MONTCARE



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ABOUT THE STRATEGIC PLAN

OUR PURPOSE

TO STRENGTHEN THE ECONOMIC VITALITY OF GREATER ROCKVILLE BY CONNECTING BUSINESSES, ADVANCING SHARED INTERESTS, AND SHAPING A RESILIENT AND FORWARD-LOOKING COMMUNITY

OUR ROLE

**WE SERVE AS A:
CONNECTOR. CONVENER. ADVOCATE. CATALYST.**

OUR VISION

A THRIVING, INCLUSIVE ECONOMY WHERE BUSINESSES ARE CONNECTED, SUPPORTED, AND PREPARED TO MEET THE EVOLVING NEEDS OF THE COMMUNITY





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A 3-YEAR PLAN FOR IMPACT & SUSTAINABILITY

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RETENTION**

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PILLAR 1

MEMBERSHIP GROWTH & RETENTION

DESIRED OUTCOME

A GROWING AND ENGAGED MEMBERSHIP THAT CLEARLY UNDERSTANDS AND EXPERIENCES THE VALUE OF CHAMBER PARTICIPATION.

PRIORITIES

- DEFINE AND COMMUNICATE CLEAR MEMBER VALUE
- STRENGTHEN ONBOARDING THROUGH RENEWAL LIFECYCLE
- ACTIVATE BOARD AND AMBASSADOR ENGAGEMENT
- ALIGN PROGRAMS WITH MEASURABLE MEMBER BENEFIT

WHY IT MATTERS

MEMBERSHIP STRENGTH DRIVES INFLUENCE, SUSTAINABILITY, AND THE CHAMBER'S ABILITY TO REPRESENT THE BUSINESS COMMUNITY.

MEASURES OF SUCCESS

- **MEMBERSHIP GROWTH: ACHIEVE 10% ANNUAL NET MEMBERSHIP GROWTH**
- **INCREASED RETENTION: IMPROVED YEAR OVER YEAR**
- **STRONG PROGRAM PARTICIPATION: INCREASED ACROSS PROGRAMS AND EVENTS**
- **MEMBER SATISFACTION TRENDS: POSITIVE TRENDS IN MEMBER SATISFACTION AND PERCEIVED VALUE**
- **MEMBER ENGAGEMENT: INCREASED REFERRALS AND ENGAGEMENT DRIVEN BY BOARD AND AMBASSADORS**



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PILLAR 2

BUSINESS ADVOCACY, COMMUNITY IMPACT, AND ECONOMIC LEADERSHIP

DESIRED OUTCOME

A TRUSTED, DATA-INFORMED VOICE
SHAPING BUSINESS AND ECONOMIC
POLICY

PRIORITIES

- ADVANCE A FOCUSED
ADVOCACY AGENDA ALIGNED
WITH MEMBER VALUES
- CONVENE BUSINESS AND CIVIC
LEADERSHIP
- STRENGTHEN WORKFORCE AND
ECONOMIC PARTNERSHIPS
- CAPTURE REAL-TIME BUSINESS
INSIGHTS

WHY IT MATTERS

BUSINESSES NEED ALIGNMENT,
REPRESENTATION, AND INSIGHT TO
NAVIGATE CHANGE AND DRIVE GROWTH

MEASURES OF SUCCESS

- **ADVOCACY ENGAGEMENT:**
*MEASURABLE GROWTH IN MEMBER
INVOLVEMENT IN ADVOCACY AFFAIRS*
- **POLICY INFLUENCE OPPORTUNITIES:**
*DEMONSTRATED IMPACT ON POLICY
OUTCOMES*
- **STRATEGIC PARTNERSHIPS:**
*PARTNERSHIPS THAT ALIGN WITH AND
ADVANCE THE CHAMBER'S PILLARS*
- **BUSINESS INSIGHTS:** *TIMELY
COLLECTION AND USE OF MEMBER
DATA TO INFORM ADVOCACY AND
PROGRAMMING*



PILLAR 3

FINANCIAL STRENGTH AND ORGANIZATIONAL CAPACITY

DESIRED OUTCOME

A FINANCIALLY STABLE, WELL-RESOURCED ORGANIZATION ALIGNED WITH STRATEGIC PRIORITIES

PRIORITIES

- DIVERSIFY REVENUE BEYOND MEMBERSHIP DUES
- ALIGN PROGRAMS WITH FINANCIAL PERFORMANCE
- STRENGTHEN FINANCIAL PLANNING AND REPORTING
- BUILD OPERATIONAL CAPACITY

WHY IT MATTERS

SUSTAINABILITY ENABLES CONSISTENT DELIVERY, GROWTH, AND LONG-TERM IMPACT

MEASURES OF SUCCESS

- **REVENUE DIVERSIFICATION:** *INCREASED SHARE OF NON-DUES REVENUE*
- **PROGRAM PERFORMANCE:** *PROGRAMS AND EVENTS GENERATE POSITIVE FINANCIAL CONTRIBUTION AND SUSTAINED PARTICIPATION*
- **FINANCIAL STABILITY:** *CONSISTENT BUDGETING, FORECASTING, AND FINANCIAL REPORTING WITH IMPROVED PREDICTABILITY*
- **OPERATIONAL EFFICIENCY:** *ORGANIZATIONAL RESOURCES AND EFFORTS ARE ALIGNED TO MAXIMIZE IMPACT AND MEMBER VALUE*



PILLAR 4

GOVERNANCE, LEADERSHIP, AND BOARD EFFECTIVENESS

DESIRED OUTCOME

AN ENGAGED, ACCOUNTABLE, AND
STRATEGIC LEADERSHIP STRUCTURE

PRIORITIES

- CLARIFY ROLES AND EXPECTATIONS ACROSS BOARD AND LEADERSHIP
- INCREASE BOARD AND COMMITTEE ENGAGEMENT
- STRENGTHEN PUBLIC POLICY LEADERSHIP
- BUILD A FUTURE LEADERSHIP PIPELINE

WHY IT MATTERS

STRONG GOVERNANCE ENSURES
CONTINUITY AND FORWARD
MOMENTUM

MEASURES OF SUCCESS

- **BOARD PARTICIPATION:** *HIGH ATTENDANCE AND ACTIVE PARTICIPATION ACROSS BOARD AND COMMITTEES*
- **COMMITTEE EFFECTIVENESS:** *COMMITTEES ADVANCE DEFINED PRIORITIES AND REPORT MEASURABLE PROGRESS*
- **LEADERSHIP DEVELOPMENT:** *EMERGING LEADERS IDENTIFIED AND ACTIVELY ENGAGED IN LEADERSHIP ROLES*
- **GOVERNANCE PERFORMANCE:** *ANNUAL BOARD ASSESSMENT WITH CLEAR ACTIONS AND DEMONSTRATED IMPROVEMENT*



LEADERSHIP CONTINUITY

SUCCESSION PLANNING

The Chamber maintains a structured approach to leadership continuity to ensure stability across transitions.

- **SUCCESSION PLANNING: DEFINED PLANS FOR BOARD AND EXECUTIVE LEADERSHIP TRANSITIONS**
- **BOARD-LED OVERSIGHT: CLEAR GOVERNANCE AND ACCOUNTABILITY THROUGHOUT LEADERSHIP TRANSITIONS**
- **INTERIM LEADERSHIP: PROCESS FOR APPOINTING INTERIM PRESIDENT/CEO**
- **LEADERSHIP DEVELOPMENT: ONGOING DEVELOPMENT TO BUILD A STRONG LEADERSHIP PIPELINE**



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STRATEGIC DISCIPLINE AND ACCOUNTABILITY

THE CHAMBER WILL PRIORITIZE INITIATIVES ALIGNED WITH STRATEGIC GOALS, AVOID MISSION DRIFT, AND USE DATA AND PERFORMANCE METRICS TO GUIDE DECISION-MAKING. PROGRESS WILL BE REVIEWED QUARTERLY BY THE BOARD TO ENSURE ACCOUNTABILITY, ALIGNMENT, AND IMPACT.





Acknowledgements

GRCC is grateful to our Board of Directors who lead with vision and were imperative in the development of this strategic plan.

Thank you!

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