



Strategic Plan
2026 - 2027

Goal 1: Encourage, educate, and enforce professionalism and ethics.

- Objective a. Provide overview of professionalism and the code of ethics at every New Member Orientation, and where appropriate at REALTOR® office visits.
- Objective b. Promote the Code of Ethics and enforcement tools to members at the Annual Membership Meeting.
- Objective c. Provide information and resources about the Code of Ethics through Pen Mar Realtors'® communication channels.
- Objective d. Provide at least one ethics-focused CE to the membership annually.

Goal 2: Provide regular member networking opportunities.

- Objective a. Host a minimum of four (4) quarterly social networking events annually to foster member engagement, relationship-building, and professional collaboration within the association.
- Objective b. Include a value-added program in at least two of the networking meetings.

Goal 3: Provide quality learning opportunities and required Continuing Education.

- Objective a. Provide accessible continuing education that fulfills both Maryland and Pennsylvania licensing requirements by offering courses through multiple delivery methods and locations, including webinars, in-person sessions at the Pen-Mar REALTORS® office, and learning opportunities located in both Maryland and Pennsylvania.

- Objective b. Strengthen member knowledge and understanding of Fair Housing by offering at least one Fair Housing class annually and reviewing learning tools during New Member Orientations.
- Objective c. Offer Diversity, Equity, and Inclusion (DEI) education to members annually.

Goal 4: Elevate the public image of REALTORS® through proactive public education, media presence, and strategic communications that demonstrate our value and expertise.

- Objective a. Establish a Public Relations Committee composed of REALTOR® members to enhance the visibility, credibility, and public understanding of the association and its members by serving as a public-facing resource for accurate housing information and market context. The committee will:
- Communicate the value and professionalism of REALTORS®
 - Promote positive narratives about homeownership and the real estate industry
 - Strengthen relationships with local media, civic leaders, and key stakeholders
 - Provide timely, data-driven housing insights from Bright MLS, NAR, Maryland REALTORS®, Pennsylvania Association of REALTORS®, and other reputable sources
- Objective b. Proactively pitch at least four (4) positive stories annually to local media outlets highlighting REALTOR® expertise, community impact, housing data insights, or policy updates.
- Objective c. Host a pilot Homebuyer Symposium that educates consumers, promotes ethical homeownership, and positions REALTORS® as the region's trusted housing experts. To be accomplished collaboratively with the Community Service Committee.

Goal 5: Improve our communities through positive engagement, investment, and volunteerism.

- Objective a. Through the Community Service Committee, annually identify and support a community cause in both Maryland and Pennsylvania, providing diverse opportunities for members to engage — including volunteerism, donations, drives, and advocacy — to meet community needs and encourage meaningful member participation

- Objective b. Support the Pen-Mar REALTORS® Foundation financially with seed money and volunteers.

Goal 6: Ensure good governance practices.

- Objective a. Offer annual leadership and governance training to all Board and committee members, with requirements to attend for all Board members and committee chairpersons.

Goal 7: Cultivate and sustain strong leadership.

- Objective a. Establish a Leadership Development & Talent Committee by transitioning the Nomination Committee into a year-round Leadership Development & Talent Committee responsible for identifying, recruiting, and assisting emerging leaders across all levels of the association, intentionally broadening participation by encouraging representation from different brokerages, geographic areas (PA & MD), career stages, and backgrounds to strengthen association perspective and resilience.
- Objective b. Communicate a transparent leadership pathway outlining steps from committee involvement to officer and director positions, including recommended experiences, competencies, and expectations.
- Objective c. Offer at least one annual leadership training or governance workshop focused on fiduciary duties, the REALTOR® Code of Ethics, strategic thinking, and effective board service.

Goal 8: Advance and protect private property rights by building a proactive, organized, and engaged advocacy program that positions the association as a trusted voice in public policy.

- Objective a. Engage one or more contracted, part-time Government Affairs Directors (GADs) to provide legislative monitoring, relationship-building, and policy guidance across both Pennsylvania and Maryland, ensuring REALTORS® maintain strong representation and timely advocacy.
- Objective b. Enhance the impact of the RPAC Committee by expanding year-round fundraising activities, increasing member education on advocacy efforts, and growing voluntary participation and investment in RPAC.