



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.

MISSION STATEMENT / VISION STATEMENT

Possible Mission Statement Updates

***Remember, Missions Statement = Purpose

Vision Statement = Goals

Current Mission Statement: To enhance and empower association members through professionalism, networking, education, advocacy, and community engagement.

- A) To set the standard for ethical excellence in real estate through powerful education, strong advocacy, and community leadership.
- B) To raise the bar for real estate by cultivating educated, ethical leaders who shape and strengthen our communities.
- C) To empower ethical leaders in real estate through education, advocacy, professionalism, and community engagement.
- D) Elevating ethical real estate professionals through education, advocacy, and community leadership.

Possible Vision Statement Updates

***Remember, Missions Statement = Purpose

Vision Statement = Goals

Current Vision Statement: An association of united real estate professionals who work together for industry success and seek to elevate their profession and communities.

- A) A forward-thinking community of ethical real estate leaders shaping the future of our profession and strengthening the communities we serve.
- B) A united network of ethical real estate leaders setting the standard for professionalism, advocacy, and community influence in our region.
- C) A dynamic association of innovative, ethical professionals driving industry excellence and meaningful community impact.