

1 EAST METRO ASSOCIATION OF REALTORS®

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STRATEGIC PLAN

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34 **MISSION STATEMENT**

35  
36 The purpose of the East Metro Association of REALTORS® is:

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38 • To provide products, services, and education that will enhance members’ ability to  
39 conduct their real estate business ethically, completely and professionally.

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41 **WHO WE SERVE**

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43 The Association serves:

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45 • Individual real estate licensees who choose to be REALTORS® by office  
46 affiliate  
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48 • We welcome members from throughout the Metro area  
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50 • We welcome affiliate members as an information network

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53 **ASSUMPTIONS**

- 54 • The National Association and the Oregon Association provide the foundation. These strategic  
55 plans are the base for our local planning.  
56 • Continuing commitment to the preservation of private property rights.  
57 • Financial resources are limited.  
58 • Membership is by choice rather than by solicitation.  
59 • Continuing population growth in our area.  
60 • The number of licensees will fluctuate from year to year which could affect association  
61 resources.  
62 • The Strategic Plan is a living document which will drive budgets and planning.  
63 • Large brokerages may increase in size, and we need to be ready to serve all regardless of size.  
64 • There will continue to be a more diverse public with cultures that place a high priority on  
65 home ownership.  
66 • There is an ongoing need for member education.

76 **OBJECTIVES**

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78 The Strategic Plan envisions objectives to support our purpose as four-fold  
79 and each supportive of the other:  
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82 **I.**

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84 Members who are aware and responsive to the Code of Ethics.  
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86 **II.**

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88 Members who are able to conduct business in a competent manner.  
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90 **III.**

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92 An association whose structure and operation is receptive and responsive to the needs of its  
93 members.  
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96 **IV.**

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98 An association that promotes and protects private property ownership.  
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**OBJECTIVE I:**

**Members who are aware and responsive to the Code of Ethics**

**Goal:** Members who are aware of and understand the Code of Ethics and Standards of Practice, and how to incorporate them into their conduct of real estate business.

**Strategy:** EMAR is a resource for education and training

- For principal brokers and managers; i.e., forums, case histories
- For individual broker members through;
  - Live NAR required classes
  - NAR on-line training
  - Reading material

**Goal:** Members who are aware of, understand, and are responsive to dispute resolution systems

**Strategy:** Well-trained and knowledgeable staff  
Adequate financial resources allocated to dispute resolution systems  
Education and training provided to all membership levels:

- Association leadership
- Principal Brokers
- Individual broker members

164 **OBJECTIVE II:**

165 **Members who conduct business in a competent and professional manner**

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169 **Goal:** Members who equate professionalism to the code of Ethics and Standards of  
170 Practice.

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172 **Strategy:** Incorporate professionalism and risk reduction into EMAR-provided information  
173 and education offerings.

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175 Cooperate with other associations and resources to offer broad-based information,  
176 education.

177  
178 Incorporate the use of the EMAR Professional Courtesies and Best Practices.

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181 **Goal:** Timely information on industry changes, forecasts and directions.

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183 **Strategy:** Connectivity with other Associations, the Oregon Association of Realtors® and  
184 the National Association of Realtors®, industry-related organizations and  
185 communities served.

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187 **Strategy:** EMAR to provide a variety of member-contact modes:

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189 • Broker / Owner forums  
190 • Mass E-Mail  
191 • Education and training  
192 • Association website

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196 **Goal:** Local access for standard industry, supplies and MLS services.

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198 **Strategy:** EMAR to provide sufficient staff resources and equipment.

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200 • Provide lockboxes, chargers and replacement keys.

209 **OBJECTIVE III:**

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211 **An association whose structure and operation encourages member involvement and is**  
212 **receptive and responsive to the needs of its members**

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- 214 **Goal:** A well-trained, service-oriented staff and efficient business operation.
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- 216 Strategy: EMAR to invest sufficient resources and planning for technology needs.
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- 218 Strategy: EMAR to invest sufficient resources for staff compensation, evaluation and  
219 training.
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- 221 Strategy: EMAR to invest sufficient resources and planning for location and space needs.
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- 224 **Goal:** A competent, knowledgeable Board of Directors reflective of the Association  
225 membership.
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- 227 Strategy: Establish and maintain criteria for Board candidacy and commitment.
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- 229 Strategy: Orientation and leadership training for Board members.
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- 232 **Goal:** An active and effective committee structure.
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- 234 Strategy: Establish and maintain job descriptions and goals reflective of the Strategic Plan.
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- 236 Strategy: Establish task forces with specific goals to meet special, short-term, study or  
237 action needs.
- 238
- 239 Strategy: Have staff coordinator present at all meetings.
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- 241 Strategy: A yearly Super Meeting will be held in January of each year so that all association  
242 members have an opportunity for timely education and to hear how any changes  
243 within EMAR could affect members throughout the year.
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- 246 **Goal:** Opportunities for member input and involvement.
- 247 Examples of Member Involvement:
- 248 ● Responding to a survey
- 249 ● Serving on a taskforce or Committee
- 250 ● Volunteering on a public service project in which EMAR is involved
- 251 ● Participating in focus groups
- 252 ● Attendance at EMAR meetings
- 253 ● Participating in EMAR sponsored education and training

254                                   ● Responding to Realtor® calls to action  
255                                   ● Voluntary contribution to RPAC  
256  
257 Strategy:           Convenient and consistent meeting dates and locations.  
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259 Strategy:           Invitations to participate in committees, task forces, education and training  
260                                   distributed through a wide variety of means.  
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262 Strategy:           Encourage greater attendance at luncheons and other association functions by  
263                                   requesting each board member invite at least one new person to accompany the  
264                                   board member.  
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266 Strategy:           Maintain a standing Membership Committee to encourage new membership with  
267                                   EMAR  
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269 **Goal:**            An Association which maximizes resources and services available to members.  
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271 Strategy:           Cooperation with other Associations, OAR and NAR and other industry-related  
272                                   organizations and utilization of their strengths.  
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274 Strategy:           Continue and expand affiliation program.  
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276 **Goal:**            Member networking opportunities to foster cooperation among members and  
277                                   within the communities served.  
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279 Strategy:           Maintain golf tournament and scholarship donation fund.  
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281 Strategy:           Present the Gresham Area Citizen of the Year and Youth Citizen of the Year  
282                                   Awards.  
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284 Strategy:           Inform members of opportunities to serve on community citizen involvement  
285                                   committees and groups.  
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287                                   •           EMAR to maintain communication links with local officials and staffs.  
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289 **Goal:**            A Board of Directors which adheres to Association governance and documents.  
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291 Strategy:           Annual review of bylaws prior to beginning each year by Executive Officer.  
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293 Strategy:           Written policies, reviewed annually for relevance.  
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295 Strategy:           All Board and committee decisions and actions are in compliance with the  
296                                   Strategic Plan.  
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298 Strategy:           Strategic Plan annually reviewed, and updated as needed.

