

Oregon Real Estate Agency *Strategic Plan*



2023-2025



Acknowledgements

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Greetings,

Over the past five years as Commissioner, I have had the privilege of continually engaging with consumers, licensees, and our industry partners to understand where the Agency may best serve the needs of Oregonians and deliver on the promise of our mission. In my conversations with stakeholders, it has been made clear that the daily work of the Agency has an impact. I appreciate that to meet the expectations of the public, we must operate with clarity of purpose and under a united vision of the future. In the 2023-2025 strategic plan, I seek to outline the core principles and distinct initiatives set to achieve our mandate and share the accomplishments we have made toward that effort since I began leading the Agency in 2019.



Steve Strobe, Commissioner

In practical terms, this plan sets the Agency's near-term direction, establishes goals, prioritizes work, measures progress toward these efforts, and communicates to all interested parties. The foundation of this document is built from the priorities and strategies identified in the following predated documents, including the 2021-2023 Strategic Plan, 2023-2025 Affirmative Action and Diversity, Equity and Inclusion plans, 2023-2025 Legislatively Adopted Budget and 2023-2025 Succession Plan. This plan has been coordinated by the Real Estate Commissioner's office. It was originally developed in 2021 and 2022, then reviewed and updated in 2023 and 2024 by the Agency management team in consultation with the Governor's office with input by all Agency staff and through engagement with external stakeholders.

I am encouraged by the progress that we've made since publishing the last strategic plan and remain optimistic about the goals set forth in this updated version. I am confident that the Agency will successfully carry forward commitments made to Oregon's state Legislature, our Governor, more than 25,000 real estate licensees and all Oregonians engaging with professional real estate activity. The Agency expects the groundwork laid in this process to set the path for continued success, in the years to come.

Thank you for taking the time to review and consider this plan. Should you have any feedback, I encourage you to get in touch.

Sincerely,

A handwritten signature in blue ink that reads "Steve Strobe". The signature is fluid and cursive, written in a professional style.

Steve.Strobe@rea.oregon.gov
971-301-0822

Background and Direction

Agency Origins

Oregon passed the first real estate license law in the United States on February 14, 1919, under the then Insurance Department of Oregon. The Real Estate Department was later organized within the Insurance Department. In 1939, the Real Estate Department was given independent status by the Legislature. In 1963, it became the Real Estate Division within the Department of Commerce. In 1987, the Department of Commerce was dissolved, and the Real Estate Division was renamed the Oregon Real Estate Agency and remains so today.

The Oregon Real Estate Agency now licenses and regulates over 31,000 real estate professionals and business organizations, including principal brokers, brokers, property managers and escrow agents.

We Are Today

OREA is an Executive Branch Agency of the State of Oregon, comprised of 34 FTE, charged with administering professional real estate licensing and regulating Oregon real estate license law ([ORS Chapter 696](#)), condominium law ([ORS Chapter 100.005 to 100.990](#)), sections of subdivision law ([ORS 92.305 to 92.990](#)) and administrative rule ([OAR Chapter 863](#)). The Commissioner, who is appointed by the Governor and an employee of the state, directs the Agency. The Commissioner oversees the administration of the Agency and is independently responsible for assessing sanctions for license law violations.

The Agency has a nine-member advisory board with authority to waive some application requirements for real estate license and continuing education provider applicants, as well as advise the Governor, Commissioner, and Agency on law, rule, and policy.

Our Mission

The mission of the Oregon Real Estate Agency is to provide quality protection for Oregon consumers of real estate, escrow, and land development services, balanced with a professional environment conducive to a healthy market atmosphere.

Our Values

This Agency operates with the following values at the forefront of our daily decision-making as well as long-range strategic planning:

- Equity
- Respect
- Transparency
- Adaptability & Innovation
- Stewardship & Customer Service
- Accountability

Strategic Objectives

The following strategic objectives have been set with priority based on feedback from the public and Agency personnel and are outlined in detail on pages 12 through 17:

- Improve the User Experience & Create Efficiencies in the Online Licensing & Regulatory System.
- Demonstrate Effectiveness in Regulatory Outcomes with Compliance Program
- Increase Transparency and Consistency in the Regulatory Process (Regulatory Framework)

- Reduce Barriers to Licensure & Increase Public Engagement through Diversity, Equity and Inclusion Initiatives.

Guiding Principles

- **Regulatory Effectiveness (Appropriateness & Adaptability to Change)**
We regulate from a perspective of consumer and licensee impact. We are dedicated to adaptability as real estate practice evolves. In collaboration with our stakeholders, we continually evaluate our governing regulatory framework, within the context of the current market atmosphere.
- **Operational Excellence (Innovation & Stewardship)**
As stewards of licensing fees, to fund Agency operations, we are responsible for conducting business efficiently and effectively. We implement innovative, cost-effective tools that deliver a measurable return on the investment.
- **Service Driven (Equity & Transparency)**
We believe that equity is foundational to our purpose. We aim to provide all who engage with the Agency an opportunity to be heard and understood, providing transparency, resources, and assistance in a timely and thoughtful manner; and
- **Professionalism (Customer Service Excellence, Accountability & Respect)**
In all aspects of our work, we are accountable to the public, licensees and all of our stakeholders. We maintain an environment of inclusion, showing respect for all parties we engage with. We provide accurate information, consistently and reliably.

Strategic Plan Fundamentals

Holistic Approach

Each objective within this plan reaches beyond the responsibility of a single division or manager. These efforts require continuous, coordinated feedback from senior leadership and staff as well as expansive planning and considered implementation with the engagement of external and state government partners. The Agency values the many perspectives of our stakeholders, acknowledging that the efforts laid out in this plan cannot be realized effectively without a holistic, inclusive approach.

Methodology

The objectives and goals featured in this plan were originally developed as draft priorities by Agency leadership through a series of work sessions beginning in 2021 and feedback from the Oregon Real Estate Board. Initially, a SWOT analysis was performed to set the foundation assessment of the current state and identify key growth and improvement areas. From that effort, managers engaged with their respective teams to workshop draft division mission statements and consider aligning objectives and the Commissioner consulted with the Governor's office to outline core priorities. The culmination of that effort resulted in the final 2021-2023 OREA Strategic Plan. Through the 2021-2023 biennium these goals and their supporting projects and tasks were tracked from the Commissioner's office. Accomplishments and completed efforts are documented on page 11.

As this plan is a continuation and refresh of its predecessor, management recently took the opportunity to seek evaluative feedback from external partners and staff through anonymous surveys, gauging if the priorities outlined remain resonant, if the order of importance correlate, and

if the Agency’s mission and guiding principles align with perspectives on the work. The objectives outlined are in rank priority based on that public feedback, and Agency and division mission statements and guiding principles were unchanged given that 100% of staff feel that the mission reflects the work of the Agency, 96% feel connected to the mission, 96% agree or strongly agree that the mission makes them feel that their job is important, 96% agree or strongly agree that their work embodies the guiding principles outlined here, and 100% of staff agree or strongly agree that the division mission statements accurately portray the team’s purpose.

Monitoring & Accountability

To accomplish the goals and objectives set forth in this plan, monitoring progress will be essential. To create the underpinning of accountability, the plan will be shared with staff directly, reviewed at onboarding of new staff, disbursed to the Board, and published on the Agency website. Monitoring each goal is identified within the Objectives section but will generally be conducted by the Commissioner’s office at weekly Managers’ meetings, in monthly 1:1 meetings, as well as in an annual document and progress review as a management team. Progress toward goals is to be shared by managers at all staff meetings within division reports, at Board meetings, at the Agency’s budget presentation to the Oregon Legislature, and through additional venues set forth in dedicated communication plans.

Agency Division Purpose Statements & Descriptions

Commissioner’s Office – 4 FTE

The Commissioner’s office directs the Agency through policy and sanction administration while ensuring transparency and accountability.

The Commissioner is appointed by the Governor and is responsible for the policy and direction of the Agency. The Commissioner works directly with the real estate industry and legislature to determine appropriate statutory authority, including new or revised statutes and rules. The Commissioner holds open participation and discussions with key parties when determining changes to the Agency’s authority.

The Deputy Commissioner is appointed by the Commissioner and is responsible for the daily operations of the Agency, including the organizational structure of the Agency to meet the needs of consumers and licensees. The Deputy Commissioner employs the direction of the Commissioner and manages the Agency through division managers that supervise represented employees.

The Communications & DEI Director operates from within the Commissioner’s offices and provides a full range of policy analysis, communication, and diversity, equity, and inclusion services to Agency management, employees, and external partners. This role is responsible for establishing, prioritizing, and promoting Diversity, Equity, Inclusion, and Belonging and Affirmative Action initiatives, internally and externally. This position is dedicated to driving stronger engagement and opening lines of communication.

The Agency has one full-time limited duration Project Manager operating from the Commissioner’s Office. This position is responsible for leading the Agency’s licensing and regulatory system replacement effort. In the 2025-2027 Agency Request Budget, the Agency will seek to make this position permanent, being responsible for all operational and IT-related projects.

Licensing & Education – 8 FTE

The Licensing and Education Division offers solution-based support to Oregon consumers, educators and real estate professionals, evaluates candidates for licensure, and facilitates compliance activities.

Education

The purpose of this program is to oversee the administration of license examinations and education services provided to applicants and real estate licensees. The program collects and analyzes information about the educational needs of the real estate industry and reviews certain educational courses. The program collaborates with the Commissioner and the Board to improve the OREA's external educational efforts.

The Education program carries out the Agency's mission by increasing the quality, format, and number of educational opportunities for licensees that will, in turn, increase the professionalism among licensees. This program strives to provide excellence in education-related services for the Agency, including creating educational opportunities that meet the needs of the industry and the consumer, researching and utilizing technology and other tools to effectively deliver information, and developing and implementing effective licensing examinations.

Functions include:

- Coordinating the development and maintenance of examinations and test items;
- Coordinating the development and periodic review of real estate educational guidelines;
- Approving pre-license courses and instructors;
- Reviewing and approving post-license education courses; and
- Maintaining and promoting escrow education requirements.

Licensing

The purpose of this program is to administer the licensing of real estate brokers, principal brokers, property managers, and escrow agents, the registration of business names, pre-license education providers, and unit owners associations, the submissions of condominium filings, and the certification of continuing education providers.

Functions include:

- Assisting applicants, real estate brokers, principal brokers, property managers, and escrow agencies as they use the Agency's online licensing system (eLicense) to apply for and manage their licenses;
- Assisting customers as they process registered business names and branch office registrations in eLicense;
- Registering membership campground contract brokers;
- Completing license applicant criminal background checks investigations;
- Processing escrow licensing and security/bonding files;
- Maintaining all licensing history records and the electronic processing of fees;
- Certifying continuing education providers;
- Providing general reception, licensing, and compliance information to the public; and
- Processing complaint intake.

Regulation – 10 FTE

The Regulation Division conducts fact-based, unbiased investigations and, if warranted, proposes

disciplinary action through the administrative process.

The division investigates complaints made by the public, licensees, other governmental agencies, or upon its own motion, into the activities of real estate brokers, property managers, escrow agencies, subdivision, condominium, timeshare, campground developments, real estate marketing organizations, and other real estate-related investigations, within our jurisdictional purview. Division staff acts as impartial investigators and gather facts surrounding an open investigation file. Division staff conduct stipulation processing (dispute resolution) to resolve matters without a contested case hearing.

Compliance – 5 FTE

The Compliance & Audits Division ensures that licensees meet their fiduciary and administrative responsibilities through review of financial and administrative records.

The purpose of this program is to conduct compliance-related activities. This work includes providing technical assistance and sharing knowledge on the interpretation and application of laws and rules administered by the Agency (excluding legal advice) to licensees, the public, and other governmental agencies.

Functions include:

- Compliance reviews: Evaluate compliance surveys and assist licensees in coming into compliance within target of 45 days, where possible; and
- Clients' trust account reconciliation reviews: Assess compliance and identify cases for investigation.
- Escrow audits.
- Internal complaint and regulatory review.

Land Development – 1 FTE

The Land Development Division performs regulatory review and approval of condominium, timeshare, membership campground and subdivision projects created in Oregon or marketed to Oregonians.

The division is responsible for administering the Land Development Programs, which include: subdivision, condominium, timeshare, and campground registrations. The Land Development manager is responsible for drafting legislation and administrative rules.

Administrative Services – 5 FTE

The Administrative Services Division provides quality business services to the Agency and the public in a data-driven, people-centric manner.

This Division serves as a central service hub of the Agency, carrying responsibility for the general operations and adherence to governing compliance statewide policies.

Functions include:

- Fiscal services, including inventory control, remittance processing of revenue, accounts payable and receivable, payroll, and travel coordination;
- Purchasing and contracting;
- Oversight of the Agency's Information Systems staff, who provide word, data processing, LAN administration, project management and telecommunications

- services; and
- Agency communications, including the development and publishing of educational information such as website content, the Oregon Real Estate News-Journal, brochures, and publications.

Agency Budget

The Agency's revenue is sourced by 'other funds.' These funds are collectively derived from licensing, registration, examination, and other related Agency services. The Agency does not receive federal, grant, general, or lottery funds. Civil penalties assessed and collected by the Agency through sanctions are transferred to the General Fund and do not contribute to the Agency reserve.

The [2023-2025 Legislatively Adopted Budget](#) is \$13,996,881.

Agency Partners

General Public:

Oregonians are consumers of licensed real estate activity through the purchase, sale, and rental of real property. Sales transactions are most frequently brokered through a real estate licensee and under the coordination of a registered escrow organization. While some owners directly rent their properties to tenants, most rentals are administered by licensed property managers. The professional activities of these services largely fall within the Agency's regulatory oversight. The impact our work has on Oregonians is meaningful.

Oregon Real Estate Board:

Oregon Real Estate Board consists of seven professional members and two public members, acting as an important conduit to industry practice. Outside of their board duties, members serve on Agency-organized committees for education, examination content review, rulemaking and policy considerations.

Applicants:

In 2023, an average of 336 individuals made application to the Agency monthly. These new entrants into the real estate profession interfaced with our approved educational material, examination, licensing systems, and customer support staff.

Licensees & Registrants:

31,000 licensees and registrants conduct licensed professional real estate activity in Oregon, including real estate brokers, property managers, real estate businesses, escrow agents, escrow branch offices, campground contract brokers, and telemarketing organizations.

Educators:

350 active private career schools, community colleges, post-license educators, and continuing education providers deliver thousands of professional education courses to applicants and real estate licensees each year.

Developers:

Real estate developers establish hundreds of subdivisions, condominiums, and timeshare estates in Oregon annually, seeking Agency plan approvals to establish and build new real estate projects in the state.

Attorneys:

Legal counsel representing members of the public, licensees, and developers with questions on application of law or in matters of complaint, investigation or administrative sanction continually engage with Agency management and staff.

Professional Organizations:

Industry groups representing real estate, escrow, property management, residential and commercial development, land development, timeshares, campground marketing, and educational interests interface with the Agency routinely on policy matters and for educational opportunities.

Tribal, Local, State and Federal Government:

The Agency collaborates and relies upon the expertise of many partners in tribal, local, state, and federal government to effectively conduct our regulatory charge. The Agency conducts business operations under the Governor of Oregon's statewide policy including finance, accounting, risk, procurement, fleet, human resources, and information security. The Agency executes records management under the authority of the Oregon Secretary of State in accordance with the policy set forth by the State Archivist and in collaboration with Oregon Tribal leaders. The Oregon Department of Justice serves as the Agency's legal counsel and Oregon Office of Administrative Hearings which adjudicates contested cases. The Agency coordinates with the Oregon Bureau of Labor and Industries, at the direction of the Labor Commissioner of Oregon, on matters related to Fair Housing violations involving Oregon real estate licensees.

External Factors

In the 2023 Oregon Legislative session, HB 4058 was passed. This bill modifies the Agency's authoritative chapter of law, ORS 696, by introducing a new regulated real estate profession (Wholesaler), mandating a written service agreement for licensees working with buyers, and prohibiting future right to list contracts (40-year listing agreements). This legislation represents the greatest change to Chapter 696 in more than a decade and presents a substantial effort for Agency management on a rapid timeline. The work required to thoughtfully execute an inclusive operationalization of this law is substantial and will include significant public engagement by way of rule writing work groups, communication of changes to all impacted licensees and prospective applicants, technical system modifications, and staff training. While this law is expected to strengthen the Agency's consumer protection mission overall, resources will be emergently directed to accomplishing its successful implementation and poses a constraint on goals otherwise set forth in this plan.

Another considerable factor that may impact the Agency's ability to successfully execute on the commitments of this plan and the mission at large include rapid and substantial changes occurring within the real estate industry today. Many news articles have been published over the last four years featuring the impacts of real estate on the consumer. While housing costs and the affordability crisis have been felt most deeply by the public, industry news has captured the many dynamic legal challenges to the principal trade organization, the National Association of Realtors (NAR), and several leading real estate firms regarding anticompetitive practices. The first being the Moehrl lawsuit, which emerged as a class action suit in Illinois in March 2020 alleging collusion and inflated commissions. A similar follow-on case was filed in Missouri in April 2020, known as the Sitzer/Burnett case. In November 2020, the United States Department of Justice filed suit as well alleging coordinated anticompetitive practices regarding commission sharing and multiple listing

services. These cases progressed through the justice system over the following years until fall of 2023 when the class action suits prevailed over the association. As part of the settlement, NAR agreed to implement substantive transparency and consumer-oriented changes to practice. Some analysts have offered reactionary predictions of the impact and suggested that this may impede the viability of the practice and significantly reduce the number of practitioners in business as a result. Others have suggested that, in fact, this will lead to growth in the industry and provide alternative models. The ultimate outcome and impact on the regulated professional will only be fully understood in time. Regardless, the Agency is called to continue to execute our mission and respond accordingly.

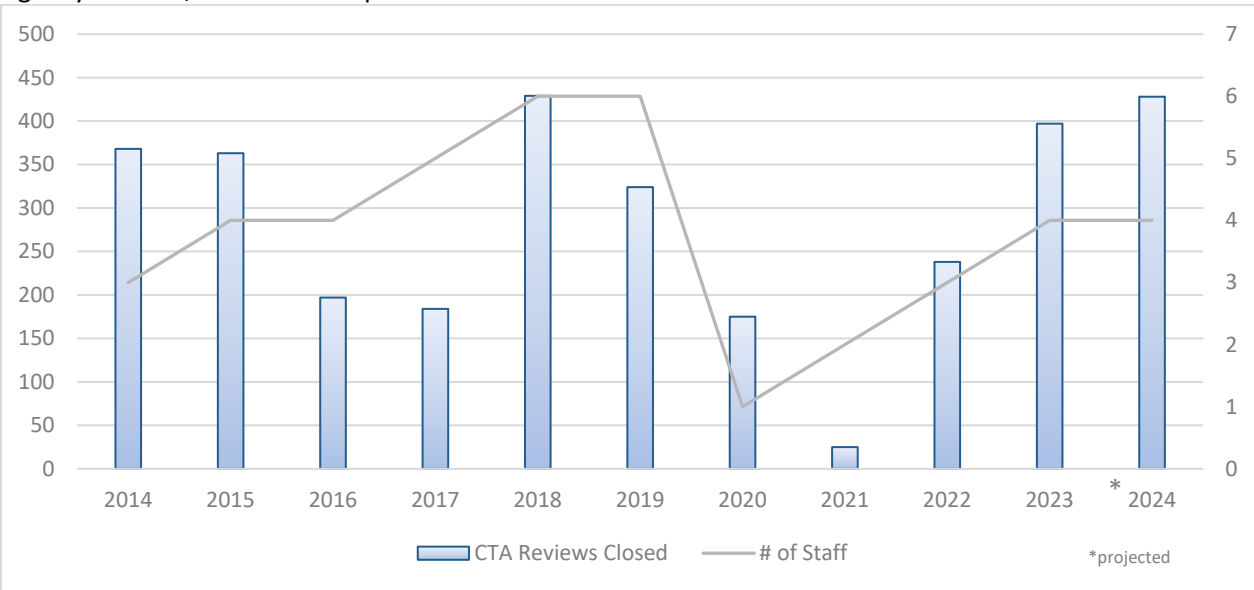
Accomplishments in Support of this Plan's Goals 2019-2023

- Conducted Preliminary Research to Support Development of Regulatory Framework
- Completed Examination Reviews with Industry Workgroups
- Modernized Advertising Rules with Industry Workgroup
- Instituted Remote Proctoring of License Exam
- Maintained or Increased Performance in All Legislative KPMs
- Hired a New Regulation Division Manager
- Increased Commissioner Role in Sanction Assessment
- Reshaped Regulatory Lead Worker Roles
- Initiated the eLicense Replacement System Project
- Hired a Dedicated Project Manager for eLicense Replacement
- Established Spanish Speaking Positions
- Delivered Bilingual Educational Content on Property Management
- Increased Collaboration with Industry Partners
- Eliminated Case Backlog
- Reduced Number of Days to Complete Investigation
- Increased Customer Service Performance
- Navigated to a Paperless Office
- Separated Complaint Intake from Regulation Division
- Established New Compliance Division
- Streamlined Investigative Practices
- Office Reconfiguration to Accommodate Mobile/Hybrid Workforce and Save on Archives Storage
- Maintained 100% Success at Contested Case Hearings
- Increased Stakeholder Engagement through Presentation Series on Engaging with the Agency
- Implemented Updated Information Sharing Procedures Directly with Oregon Bureau of Labor & Industries for Fair Housing Violations
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- Maintained or Increased Performance in All Legislative KPMs
- Maintained Case Management Completion Targets, Prevented Case Backlog
- Hired a New Compliance Division Manager
- Received Funding Authority to Add Three FTE to Compliance Division
- Received Funding Authority for the eLicense Replacement System Project
- Hired a Dedicated Project Manager for eLicense Replacement Project
- Received Stage Gate 1 Endorsement for eLicense Replacement Project
- Produced Policies and Procedure Manuals for Staff in Core Program Areas: Licensing, Education, Compliance and Regulations
- Increased Collaboration with Industry Partners
- Streamlined Investigative Practices Creating More Guidance Through the Lifecycle of a Case
- Reconfigured Office to Accommodate Mobile/Hybrid Workforce and Save on Archives Storage
- Maintained 100% Success at Contested Case Hearings
- Established a Streamlined Complaint Intake Process to Expedite Processing and Reducing Barriers in Consumer Protection
- Increased Stakeholder Engagement through Presentation Series by Agency
- Commissioner Participated in Role on Fair Housing Committee, Membership Committee and Accepted Position on Board of Directors at Association of Real Estate Licensed Law Officials
- Identified Accessibility in Languages Other than English as a Requirement of Licensing Replacement System
- Implemented OregonBuys for Agency Procurement Activities
- Adopted M365 & Implemented Windows Defender, Tenable and Enterprise Intune for iPhones to Meet Cyber Security standards
- Published First Oregon Real Estate Agency Succession Plan
- Established Onboarding Processes and Checklists for New Hires
- Update Reconciliation Review Educational Material and Review Communications
- Increased CTA Review Production from Baseline Performance, Reached More Licensees

Objective 1: Demonstrate Effectiveness in Regulatory Outcomes with Compliance Program

In January 2022, the Agency established a new division, Compliance & Audits. This dedicated team was made responsible for continuing the execution of the clients’ trust account reviews, resurrecting the long dormant escrow audits, assuming responsibility for compliance reviews and conducting an operational analysis to identify areas for greater effectiveness while scaling the efficiency of Agency actions in these program areas.

The Agency recognizes that client funds held in trust by licensees pose an opportunity for threat to consumers. This compelled leadership to increase dedicated resources and address this risk exposure gap with increased and sustained oversight. Over the past 15 years, clients’ trust review work has been housed in various Agency divisions: Education (2007-13), Regulation (2014-2017) and Licensing (2018-2021). It was a secondary program to the core work of those divisions. As a result, the work was vulnerable to de-prioritization when primary workload increased. The historical processing counts displayed below demonstrate how production of completed reviews ebbed after a couple of years in a new division. By isolating this program into a core independent Agency division, the risk of de-prioritization is stemmed.



As part of the previous strategic plan, the Agency prioritized increasing resources in the division and as a result, the total number of reviews. To provide long term sustained support of this effort, the Agency requested and was granted three additional staff in the 2023-2025 Legislative Adopted Budget. Growing from a team of two in 2022, the team currently consists of five dedicated FTE including one Compliance & Regulatory Manager 1, one Fiscal Auditor, one Compliance Specialist 2, and three Compliance Specialist 1s. The team has increased reviews of all real estate firms holding client trust funds ensuring that all registered businesses holding funds on behalf of clients will participate in a review at least once every three years, meeting near term goals.

Having accomplished the 2021-2023 strategic objective to establish this division, the Agency is now taking the next step in realizing the overall vision of this team, to *Demonstrate Effectiveness in Regulatory Outcomes with the Compliance Program*. In other words, the Agency seeks to ensure that not only will the compliance work be completed consistently, but that this work will be effective at curtailing harm.

Core Work

Near term efforts involve evaluating opportunities for improved education and reimagining the compliance review program. The existing voluntary compliance reviews result in participants achieving 99% compliance rates on review of documents. Given that clients' trust account review data demonstrates 76% noncompliance findings, we recognize that this program is not encountering the licensees that would benefit most and must transition to a mandatory program, focusing on new entrants and those that have demonstrated noncompliance issues in the past.

Goals and Supportive Tasks

- Institute a Mandatory Property Management-Focused Compliance Review for New Licensees Conducting Property Management
 - Draft Compliance Review Content and Program Plan
 - Baseline Production Goals for 2025-2027
- Escrow Audit Program
 - Evaluate Previous Program by August 30, 2024
 - Assess Current Processes in Escrow Licensing & Renewals
 - Annual Reports
 - Financial Statements
 - Approval of New Escrow Organizations
 - Baseline Oregon Against Comparator States (laws, rules, procedures)
 - Escrow Audit Program Design Approved by June 30, 2025
- Implement an Annual Internal Review of Complaint and Regulatory Effectiveness
 - Complete Internal Audit Template by December 31, 2024
 - Complete Internal Audit Plan by June 30, 2025
 - Complete Inaugural Internal Audit Following Published Regulatory Framework by December 31, 2025
- Identify Opportunities to Leverage Education Upstream, Preventing Noncompliance
 - Review Existing Pre and Post Licensing Content by December 31, 2024
 - Draft Detailed Agency Content Specific to Client Trust Accounting by June 30, 2025
 - Identify Appropriate Format and Course Delivery Model by June 30, 2025
 - Collaborate with Educators to Ensure Practical Knowledge Acquisition by June 30, 2025

Success Measures and Indicators

- Compliance Review: Draft Content, Program Plan and Goals Approved by Commissioner's Office by June 30, 2025
- Escrow Audits: Complete Audits for 5% of Escrow Companies by Year 2 of Escrow Audit Introduction
- 95% adherence to Internal Audit Plan, Completed on Schedule with Full Participation of Agency Leadership
- Long Term - Overall: Reduce Non-Compliance in CTA Review from 76% to 25% by 2030

Alignment with Agency Mission

- The initiatives set forth in this objective allow for consumer protection ahead of harm. The purpose of establishing and improving the effectiveness of the work of the Compliance Division is to inform and oversee to the greatest extent possible with the resources available.

Performance Monitoring

- Monthly Check-In Meeting with Compliance Division Manager and Deputy
- Bimonthly Report Outs to Real Estate Board on Progress
- Monthly Management Team Report Out & Feedback Session
- Annual Review of Progress toward Strategic Plan at Management Team

Objective 2: Reduce Barriers to Licensure & Increase Public Engagement through Diversity, Equity and Inclusion Initiatives

As part of the 2019 Agency Report to the Legislature [Path to Licensure](#) the Agency researched existing barriers to real estate licensing for immigrants and refugees and committed to develop an action plan to reduce obstacles to entry.

Within the Agency's 2021-2023 [Legislative Budget Presentation](#) the Commissioner expanded on these efforts, establishing the clear goal, under a series of tasks, to expand the reach of Agency services and dismantle institutional barriers.

We continue to further these efforts through the goal to Reduce Barriers to Licensure. To date, the Agency has established a Spanish speaking position, published educational content in Spanish, engaged with our examination vendor to begin the steps necessary to implement prelicense examination in languages other than English, and started conversations with our prelicense education providers, assessing where opportunities and needs may intersect.

As the Agency's mission is narrowly focused on consumer protection through occupational licensing and regulation of that license, mentorship programs and promoting license application are considered out of scope for the Agency as we are directly barred from the participation of real estate activity and cannot directly provide apprenticeship. However, it is within our scope to support and align organizations whose mission is to support the professional development of new entrants. At the request of the Oregon Realtors Diversity Committee, the Agency intends to implement demographic race and ethnicity data collection, on a volunteer basis, in the new licensing system to launch in 2025. This information will be shared with industry partners, in the aggregate, as an aid to further the reduction of barriers to the profession.

Core Work

Continue to expand accessibility for Spanish speaking members of the public in the regulatory process and reduce language barriers to licensure. Conduct outreach with affinity partners and build diverse bench of interested parties to participate in Agency workgroups, apply for board appointments and engage with through employee recruitment.

Projects to Support Goal & Strategies

- Publish Advertising Guide in Spanish & Identify Additional Priority Languages for Educational Content
- Establish Project Plan for Examination in Spanish
- Establish Educator Partners for PreLicense Education in Spanish
- Identify and Enroll Public Facing Staff in Cultural Competency Training
- Participate in Affinity Partner Meetings and Solicit Engagement on Real Estate Agency Operational and Policy Matters

Success Measures and Indicators

- Assist 90% of Spanish Speaking Callers on Initial Call and 99% within One Week.
- Recruit DEI Director to Oversee Agency Communications and Expand Public Engagement Efforts by September 1, 2024.
- Attend at least 75% of Annual Affinity Partner Meetings.

Alignment with Agency Mission

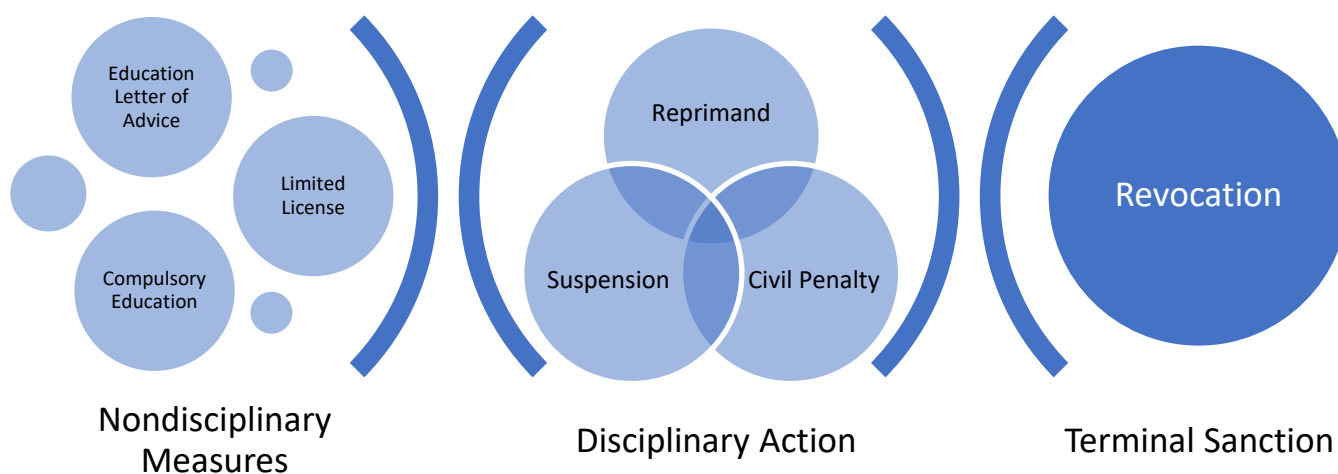
- Quality protection for all Oregon consumers of real estate is critical to being effective in our mission. Consciously engaging, making the Agency accessible, and creating opportunities for all perspectives and voices, while reducing barriers to entry, is simply the first steps in being more effective in all we do.

Performance Monitoring

- Weekly Check In Meeting with DEI Coordinator and Deputy
- Bimonthly Report Outs to Real Estate Board on Progress
- Monthly Management Team Report Out & Feedback Session
- Annual Review of Progress toward Strategic Plan at Management Team

Objective 3: Publish a Regulatory Framework Document

Building on the success of the previous Strategic Plan, with streamlined processes and improved overall case management performance, the foundation has been set to clearly document and articulate the considerations made in the case resolution process. This work will be established to fortify the Agency’s decision-making in assessing sanctions, securing proposed sanctions are consistently applied and appropriately considered against mitigating and aggravating circumstances uniformly, reducing opportunities for implicit bias and establishing a sound basis for regulatory precedent.



Core Work

Using a ten-year data set collected on Oregon Real Estate Agency historical sanctions, along with the Commissioner’s priorities on consumer protection and licensing violations, the Agency will develop a clear regulatory framework model. This tool will operate as an assessment device to ensure continuity in application of sanctions for violation of law and rule. With the guiding principle of adaptability in mind, this document will contain the flexibility to apply nuance and changing regulatory issues. We expect this instrument to operate as a further mechanism to control quality and safeguard that our work is equitably applied in an effective and logical manner.

Goals and Supportive Tasks

- Publish Regulatory Framework for an External Audience by June 30, 2025, to include the following tasks:
 - Document the Investigative and Regulatory Process for a Public Audience
 - Establish the role of an Equitable Lens in the Licensing and Regulatory Decision-Making Process
 - Clearly Identify Mitigating and Aggravating Circumstances
 - Assess Suitable Balance of Violation to Impact
 - Consider Appropriate Conditions for Progressive Discipline Pathways
 - Isolate Characteristics for Consumer Threat and Identify Criteria for Injunctive Action
 - Subpoenas
 - Cease and Desist Orders

- Suspension Through Investigation
- Receivership
- Document Where Rule and Law Address Regulatory Approach and Where Gray Areas Require Further Definition
- Incorporate Input from DOJ to Ensure Effective and Accurate Communication of Regulatory Approach
- Implement Supportive Internal Framework Tools for Regulatory Decision-Making
- Baseline Existing Outcomes for Consistency and Implement Supportive Internal Assessment Tools to Measure the Reliability of Application Ongoing

Success Measures and Indicators

- Annual Internal Audit of Outcomes Demonstrates Regulatory Consistency of 90% or greater with outliers documented.
- Fewer than 5% of respondents are subject to a sanction due to a repeat violation in a 10-year period

Alignment with Agency Mission

- Quality protection for Oregon consumers of real estate is at the center of our mission. Documenting and publishing a regulatory framework that explains how it is we go about the regulatory process supports that our mission is achieved in an equitable, consistent, and transparent manner

Performance Monitoring

- Monthly Check-In Meeting with Regulation Division Manager and Deputy
- Bimonthly Report Outs to Real Estate Board on Progress
- Annual Review of Progress toward Strategic Plan at Management Team

Goal 4: Improve the User Experience & Create Efficiencies in the Online Licensing & Regulatory System

The eLicense system acts as the core database of the Oregon Real Estate Agency. The current system was deployed in 2012 with a planned lifecycle of 10-12 years. To extend the life of the existing system, the Agency deployed a system upgrade, with an updated user interface in 2015, extending the life to 2025-2027. To meet this target and maintain timely and secure systems, the effort for replacement is currently underway with an expected replacement system launch in 2025.

eLicense

Over 31,000 licensees, business registrants, and stakeholder partners engage with the system in a user facing capacity. 25,000 licensees actively utilize the system for their biennial licensee renewal, during which they update contact information, background information, and continuing education. Business operators are responsible for maintaining their organizations online, transferring applicants and existing licenses into their business, maintaining clients' trust account information, responding to an audit, and renewing their business registration annually. All of this, including associated payment when applicable, is conducted exclusively through the eLicense system. The Agency has not accepted paper applications since 2012.

The internal, Agency-facing platform, operates as a licensing database and case management software, integrating license application and maintenance information with the complaint, audit, and investigation modules. The system administers email communication to licensees for notification purposes, revenue intake and bank reconciliation processes, statistical license and investigative process reporting, examination data imports, and several workflow processes to issue a variety of applications. While this system performs the functions it was designed for and allowed the Agency to navigate to a paperless environment, real estate licensees are cutting edge users of technology and conduct their work in a highly efficient, mostly digital manner. There are many known efficiencies required to modernize the system to meet user needs, as well as several opportunities to improve the internal operations of the Agency's work.

The Agency expects the upgraded product will vastly improve all end users' experience as well as save licensees and the Agency substantial time. To date the Agency has received legislative authority to fund the upgraded system expenditure, received Stage Gate 3 endorsement by EIS, selected a system vendor, and completed the contract signing.

Core Work

The project team and system replacement vendor will execute the planned replacement implementation.

Projects to Support Goal & Strategies

- Launch Replacement System by Utilizing Greatest Extent of Opportunities for Automation without Compromising Quality or Effectiveness
- Improve the Customer Experience & Reduce Need for Telephone Support in Online Processes

Success Measures and Indicators

- Reduce the number of technical support calls due to unintuitive system functionality
- Improve customer service KPM by 3% over two biennia
- Reduce the number of days to complete an initial complaint review from 14 days to under

10

- Eliminate all external tracking spreadsheets and evaluation tools.
- Reduce customer complaints regarding mobile browser issues to 0-5 calls per month
- Reduce number of incorrect documents uploaded to fewer than 10 instances per month
- Offer online complaints access in Oregon's five most commonly spoken languages, other than English, per [Oregon Secretary of State](#)

Alignment with Agency Mission

- An upgraded, secure, and accessible system aligns with our consumer protection mission by minimizing friction in doing business with the Agency. This supports compliance in maintaining business and licensing information and makes the work of the Agency more efficient in all licensing, auditing, and regulatory efforts.

Performance Monitoring

- Weekly Project Meetings through Closeout of Project
- Monthly Steering Committee Meetings through Closeout of Project
- Bimonthly Report Outs to Real Estate Board on Progress of Project Following Project Implementation Kickoff
- Bimonthly Feature in Real Estate News Journal and Monthly Employee Newsletter