



THE CALIFORNIA
DEPARTMENT OF
REAL ESTATE
2022-2025

STRATEGIC PLAN

Safeguarding and promoting the public interests in real estate matters through licensure, regulation, education and enforcement.

Message from the Commissioner



On behalf of our more than 370 dedicated civil servants who serve more than 430,000 licensed real estate agents and brokers, I am proud to present the California Department of Real Estate's (DRE) 2022-25 Strategic Plan. Together, we have charted a new course that focuses on our shared outcomes with the flexibility to innovate how we achieve them.

Work to update this plan started in 2021 in the midst of a statewide pandemic and in the wake of its resulting effects to our state's economy, housing, and workplace. As we all worked diligently to adapt to a new working environment while maintaining our operations, we built upon the evolving realities with insights from DRE employees and key stakeholders. Those waves of change are not likely to subside.

The policy challenges of serving a geographically and demographically diverse state will continue to increase in complexity. Advances in technology and market forces will continue to create both opportunities and threats for salespersons, brokers, consumers, and our workforce. While we adapt our methods and tools in response to these conditions, our core purpose remains the same: to be the champion for consumer protection in real estate.

The biggest shift in our plan is putting more emphasis on our shared goals and objectives that we achieve through collaboration across our divisions. Each division still has unique programs and policies. However, all of us share responsibility in the outcomes for our ultimate customers: Californians. These outcome-based goals give us a 4-pointed North Star by which we can orient our long-term plans, while protecting the flexibility to prioritize specific initiatives and resource allocations to adapt to sudden changes.

I am excited for the future of DRE for our workforce, customers, and stakeholders. I look forward to collaborating and innovating with all of you in the years ahead.

Doug McCauley

Real Estate Commissioner

About the Department of Real Estate



The California Legislature enacted the nation's first real estate license law in 1917. Providing for the licensing and regulation of real estate licensees, this law continues to serve as a model for similar legislation in many other states. The California Department of Real Estate (DRE) continues to enjoy a nationwide reputation as a leader in real estate licensing and regulation.

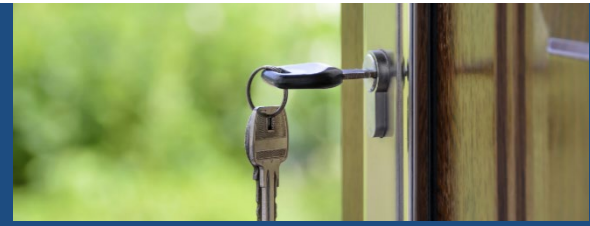
The Real Estate Commissioner is appointed by the Governor and serves as the chief executive of the Department of Real Estate. To facilitate the administration and enforcement of the Real Estate Law and the Subdivided Lands Law, the Commissioner is empowered by law to issue regulations. Known as the Regulations of the Real Estate Commissioner, these have the force and effect of law.

It is the Commissioner's responsibility to enforce these laws in a manner that achieves maximum protection for real estate customers. In administering the laws and regulations, the Commissioner exercises judgement impartially, with fairness to both the consumer and industry.

DRE's revenue comes from fees charged for real estate licenses, subdivision public reports, and the issuance of various permits.

DRE achieves its mission through the dedication of more than 370 civil servants contributing across eight divisions: Licensing, Enforcement, Subdivisions, Audits, Legal, Legislation, Communications, and Administrative. Employees operating from a headquarters in Sacramento and four District Offices (Fresno, Los Angeles, Oakland, and San Diego) carry out DRE's responsibilities as mandated by California's Real Estate Law and the Subdivided Lands Law.

Department of Real Estate
Mission, Vision, and Core Values



MISSION

To safeguard and promote the public interests in real estate matters through licensure, regulation, education, and enforcement.

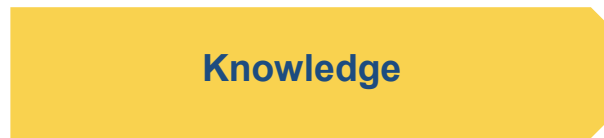
VISION

To be the champion for public protection in real estate.

CORE VALUES



Caring



Knowledge



Professionalism



Communication



Excellence

Department of Real Estate Community Map



The Department interacts with a diverse group of constituents and stakeholders. Each of these types of stakeholders bring unique and at times competing interests. Our role is to work with the overall real estate community and the public at large to achieve our legislative and administrative mandates in a professional, impartial, and courteous fashion.



The above diagram illustrates the different dimensions of the public that we serve. Our direct interaction with our immediate stakeholders has a collective impact on the integrity of California’s overall housing market. The heart that makes all of this happens is of course our dedicated civil servants, which we affectionately refer to as the “DREam Team.”

Department of Real Estate Goals and Objectives



Our Department Strategic Plan focuses on what unites us in our shared mission. Therefore, our strategic goals form a 4-pointed North Star that guide how we operate and prioritize initiatives. Each division contributes their unique expertise, policies, and programs to achieve these outcomes.

Our four goals provide a balanced scorecard to guide our decision making. A **Healthy Organization** attracts and retains the talent to deliver **Customer-centric Service**. Those services are sustained and continuously enhanced through **Innovative Operations**. And as a public agency, we demonstrate **Resourceful Stewardship** with how we allocate our time, talent, and technology to achieve the highest and best results.

Goal: Customer-centric Service

Our primary focus is on real estate consumers and customers. Protecting their interests drives industry confidence, economic vitality, and forms the foundation where all Californians live, work, and play. We build towards our reputation as the best consumer protection and customer empowerment department through our exemplary and consistent actions.

Objectives:

1. Consistently deliver timely, quality, and courteous experiences for external and internal customers.
2. Scan for and anticipate emerging opportunities and trends that will enhance consumer protection.
3. Improve the review and regulation of subdivisions and timeshares.
4. Build upon effective licensing programs to ensure industry competence that continuously improves consumer protection.
5. Increase regulatory compliance through proactive outreach and effective enforcement.

Goal: Healthy Organization

We are a talented team of consumer protection champions. We achieve our mission and power our other strategic goals by deliberately investing in an inclusive, collaborative, and engaged workforce.

Objectives:

1. Be an engaged workforce through commitment, communication, learning, career advancement, retention, and recruitment.
2. Improve how leaders and employees manage dynamic workloads to align priorities and capacity.
3. Cultivate a respectful and inclusive culture that leverages diversity as a strategic strength.
4. Foster an adaptable hybrid workplace where we continuously evolve how we collaborate

Department of Real Estate Goals and Objectives, cont.



Goal: Innovative Operations

We are re-imagining our processes and technology to embrace innovation. Our teams leverage lean methods and modern tools to continuously improve the delivery of results.

Objectives:

1. Expand adoption of digital solutions for high-volume and routine services to increase self-service, enhance functionality, and efficiency.
2. Streamline processes that require manual intervention by addressing key bottlenecks.
3. Strengthen program knowledge and continuity with updated and easily referenced standards and procedures.
4. Continually seek opportunities to update our operations to align with legislative and market changes.
5. Prepare for the future and reduce risks by enhancing the use of and modernizing our mobile and core technologies.

Goal: Resourceful Stewardship

We leverage our resources to perform at the highest level possible. Our resources include our people, budgets, facilities, data, and technology assets. As stewards of these resources, we make wise investments and transparently track our impact according to our strategic priorities.

Objectives:

1. Expand the fiscal awareness of our individual and interconnected budgets.
2. Proactively monitor and reallocate vacant positions to the place of highest need.
3. Evaluate utilization of resources and propose solutions to ensure adequate workforce and technology capacity.
4. Evaluate and align service level capacity with allocated budgets and forecasted fee revenue.
5. Adapt facilities and technologies to enable a new hybrid of onsite, field, and remote workforce.

Department of Real Estate Dynamic Strategic Management



Strategic Planning is an event. Strategic Management is an ongoing process. We've made our Strategy Map nimble and resilient by separating the stable North Star components from the dynamic elements that will need to adapt along the way. We execute, assess, and adapt our Strategic Plan through the following tool sets and disciplines. These are the tools that we will use to be good stewards of the public resources we've been entrusted to invest.

Performance Dashboard



This is a set of Key Performance Indicators (KPIs). Each KPI sets specific target ranges and measure progress against Goals and Objectives. As a management team, we update and review this on a quarterly basis to hold ourselves accountable. Each division will manage more program specific service and performance related measures.

Prioritized Project Portfolio



This is a set of the active and upcoming department level strategic initiatives. These are large, high visibility, and temporary efforts to evolve our services to achieve our goals. We use this to determine relative priorities across our strategic opportunities to guide resource allocation and workforce planning, and to track progress towards completion. We use scalable project management standards to define, initiate, manage and close projects.

Ongoing Governance



All strategic plans are based on the information and assumptions available at the time. Circumstances are always changing. The executive team monitors the prioritization and execution of the projects on a monthly or as needed basis. As new items are identified and existing items are completed, progress is made on the KPIs or new data sets become available, the executive team will monitor and evolve the performance.

Department of Real Estate Acknowledgements



This Strategic Plan represents the collective contributions of hundreds of points of input from DRE employees and key stakeholders. Opportunities were offered at all levels and through multiple channels including a department-wide survey to all staff, multiple open forums to discuss live and solicit feedback from all staff, and division level management team discussions.

We'd like to thank everyone who participated in the Strategic Plans development for listening, contributing and for the passion that led to spirited debate to provide us with a clear and flexible plan to guide our decision making going forward. This deliberate and thoughtful engagement will serve DRE well into the future.