



SALT LAKE BOARD OF REALTORS® STRATEGIC PLAN

MISSION STATEMENT

The mission of the Salt Lake Board of Realtors® is to be the leader in providing support to the professional Realtor® through advocacy, knowledge, communication, and service.

VISION STATEMENT

The vision of the Salt Lake Board of Realtors® is that real estate professionals receive value from and participate in Board membership.

Advocacy: The Salt Lake Board of Realtors® is the principal advocate and representative for its members. All elected officials, counties, cities, and other regulatory bodies acknowledge the Board as such and consult with us when changing, considering, drafting, and/or implementing industry-related ordinances, laws, and regulations. The Board will raise political funds and develop relations to protect private property rights.

Knowledge: The Salt Lake Board of Realtors® empowers its membership to effectively serve their clients and communities by providing every member with the most current training and information on the ever-changing environmental, legal, technological, and social issues as they relate to the professional growth of today's Realtor®.

Communication: The Salt Lake Board of Realtors® effectively communicates with members. Everyone will better understand who we are, what we do, and why we do it. The Salt Lake news media will acknowledge the Board as The Voice of Real Estate® and will consult with us when gathering or reporting information.

Service: The Salt Lake Board of Realtors® delivers contemporary and relevant service, including programs, business and technological tools, information, charitable opportunities, and resources custom-tailored to meet community and individual member needs.



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BOARD GOALS

The following Board Goals reflect the mission, vision, and core values of the Salt Lake Board of Realtors®.

1. Operate the Board in a transparent, fiscally sound, and responsive manner for benefit of the Realtor® members.
2. Promote and support a favorable legislative, political, and regulatory environment at the local level through collective action and effective advocacy.
3. Provide timely information and quality, cost-effective education products and services to increase the members' knowledge, skills, productivity, profitability, and professionalism.
4. Ensure the highest level of ethical and fair business practices in a manner consistent with the Code of Ethics, Fair Business practices, and Fair Housing practices.
5. Effectively communicate on a regular basis the mission and vision of the Salt Lake Board of Realtors® to the members and the general public.
6. Community Outreach: Promote the Board and its members to the public as the professional organization and community resource for information and expertise concerning real estate, and be recognized as the "Number One Voice for Real Estate in Salt Lake County." Enhance the positive perception and public awareness of Realtors® and the value and benefit of their services. Provide financial support to relevant charities and community programs.



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BOARD GOALS: DESCRIPTIONS & ACTION PLANS

BOARD GOAL 1: Operate the Board in a transparent, fiscally sound, and responsive manner for benefit of the Realtor® members.

A. **Strategic Action Plan:** Create a fiscally sound annual budget that will facilitate the satisfaction of the Board goals set forth in this Strategic Plan. In order to accomplish this, the Finance Committee and Board of Directors, in building the proposed budget, shall consider: (1) any budget requests submitted by the committees and staff overseeing such committee; (2) a variance analysis of the budget for the preceding year; and (3) the following areas of priority, in no particular order.

1. **Government Advocacy**

Coordinate and communicate any government or regulatory issues or policies that affect the real estate profession in order to help achieve the mission and vision of the Board.

-Government Affairs/RPAC Committee

2. **Realtor Image**

Publicize and promote the value of a Realtor® to our members and the public.

3. **Professional Development**

Coordinate the professional development for all members through communications, education, and Board leadership and volunteer opportunities.

-Education Committee

-Young Professionals Network (YPN)

4. **Governance**

Administer and operate the Board as a responsive and fiscally stable organization, according to this strategic plan.

-Board of Directors/Executive Committee

-Finance Committee

-Nominating Committee

5. **Information Services/Technology Summit**

Communicate to and between our members and public through the latest technology (including the Board website) and other vehicles.

-Education Committee



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6. Risk Management

Maintain the highest level of professionalism and education to the members by embracing and enforcing the Code of Ethics.

- Board Professional Standards Committee
- Board Grievance Committee

7. Professional Networking

Provide opportunities for our members to engage in professional networking.

- Town Hall Meetings
- Educational Events
- Affiliates Advisory Board
- YPN

- B. **Strategic Action Plan:** To ensure financial security, in accordance with the Board general investment and reserve policy statements, the Board will work towards eliminating debt; maintaining some liquidity and a reserve account that includes six months operating expenses; adequate funds to satisfy any existing debt obligations for six months; and \$100,000 in legal defense fund reserves.

BOARD GOAL 2: Promote and support a favorable legislative, political, and regulatory environment at the local level through collective action and effective advocacy.

- A. **Strategic Action Plan:** The Salt Lake Board of Realtors® will meet or exceed any state and national RPAC Goals. All Directors will invest a minimum of \$1,000 to RPAC. All committee chairs, vice-chairs, and members will invest a minimum of \$15 to RPAC.
- B. **Strategic Action Plan:** Maintain and enhance a strong relationship with UAR, NAR, and other local Boards in Utah.
- C. **Strategic Action Plan:** Maintain active involvement in state and local governments to lobby for or against relevant issues, which shall include but not be limited to: affordable housing, eminent domain, land use, small businesses, economic development, property rights, impact fees, property taxes, personal services tax, real estate transfer tax, and mortgage interest deduction.
- D. **Strategic Action Plan:** Build key strategic relationships with governmental officials and other entities, associations, companies, coalitions, and groups.
- E. **Strategic Action Plan:** Effectively communicate information to Board members regarding government affairs efforts.



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BOARD GOAL 3: Provide timely information and quality, cost-effective education products and services to increase the members' knowledge, skills, productivity, profitability, and professionalism.

- A. **Strategic Action Plan:** Conduct routine audits of existing Board CE classes and present findings to the Education Committee and other Board leadership to ensure relevant, top-quality courses are being offered by the Board.
- B. **Strategic Action Plan:** Provide informative, relevant, current, and thought-provoking Broker Town Hall meetings in the spring and fall; certify for CE credit when possible.
- C. **Strategic Action Plan:** Provide informative, relevant, and useful educational events (in addition to regularly scheduled CE classes) for the general membership from time to time.
- D. **Strategic Action Plan:** Utilize all Board publications, including the weekly newsletter, magazine, website, podcasts, and other communications to educate the members on cutting-edge real estate trends, market stats, and other legal and risk reduction tips.
- E. **Strategic Action Plan:** Each year the President-Elect, Board of Directors, and CEO will review the Strategic Plan to determine the goals for the coming year and decide what changes or adjustments need to be made, if any.

BOARD GOAL 4: Ensure the highest level of ethical and fair business practices in a manner consistent with the Code of Ethics, Fair Business practices, and Fair Housing practices.

- A. **Strategic Action Plan:** Develop training (including classes, articles, and podcasts) on Code of Ethics issues and professional courtesies; and require all new members to attend. Also encourage all existing members to attend.
- B. **Strategic Action Plan:** Continue offering the 12-Hour New Agent Course, as required by the Utah Division of Real Estate.

BOARD GOAL 5: Effectively communicate on a regular basis the mission and vision of the Salt Lake Board of Realtors® to the members and the general public.

- A. **Strategic Action Plan:** Routinely publish and circulate to the members and public written information regarding membership benefits, as well as the mission and vision of the Board.



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- B. **Strategic Action Plan:** Instruct new Realtors® on member benefits and Board policies, as part of the Board-required Realtor® Essentials course.
- C. **Strategic Action Plan:** Board leadership will communicate with members on a regular bases to discuss member benefits and the mission and vision of the Board.

BOARD GOAL 6: Community Outreach: Promote the Board and its members to the public as the professional organization and community resource for information and expertise concerning real estate, and be recognized as the “Number One Voice for Real Estate in Salt Lake County.” Enhance the positive perception and public awareness of Realtors® and the value and benefit of their services. Provide financial support to relevant charities and community programs.

- A. **Strategic Action Plan:** Promote a positive Realtor® image and public awareness by providing market trends, stats, and other relevant information to various media outlets in Salt Lake County.
- B. **Strategic Action Plan:** Promote a positive Realtor® image by building key strategic alliances with organizations such as: Salt Lake Home-Builders Association, League of Cities and Towns, local & state governmental entities, Associated General Contractors, Utah Land-Title Association, Mortgage/Lenders Associations, Utah Apartment Association, Appraisers Association, and all Commercial Real-Estate organizations.
- C. **Strategic Action Plan:** Provide financial or other support for housing-related charities through one or two events/fundraisers each year, as deemed appropriate by the Board of Directors.