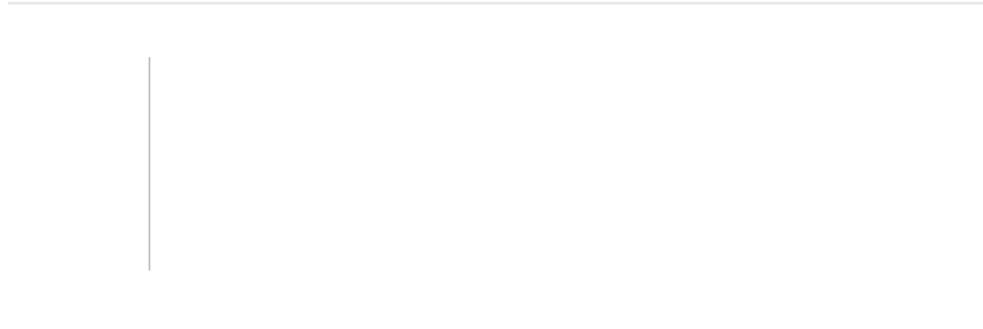




## **STRATEGIC PLAN**





## MISSION:

The Santa Cruz County Association of REALTORS® (SCCAR) is a professional business organization serving members of the California and National Associations of REALTORS®.

We support real estate professionals by promoting high ethical standards, protecting property rights, and expanding access to homeownership.

Through strong leadership, community partnerships, public policy advocacy, and ongoing education, SCCAR empowers its members to better serve the public and strengthen a more inclusive, resilient real estate community.



## VISION:

SCCAR is the indispensable force shaping real estate in Santa Cruz County, empowering REALTORS® to grow professionally, lead with integrity, and contribute meaningfully to the future of housing and our communities.



## VALUES:

- Integrity, trust and commitment to our members and our community
- Ethical, visionary, professional, and solution-based
- Service, knowledge, respect, dependable and consensus building
- Celebrating diversity and promoting inclusivity.

# OUR STRATEGIC PRIORITIES

- **ADVOCACY** – SCCAR advocates for the protection of property rights, promotes homeownership, and ensures a favorable business environment
- **COMMUNITY** - SCCAR fosters strong relationships to support positive and visible change for the communities we serve.
- **GOVERNANCE** - SCCAR utilizes the diverse talents of leaders, members and staff, and operates a fiscally responsible business that is future focused, service driven and committed to executing the strategic vision of the organization
- **COMMUNICATIONS** – SCCAR is the trusted source for real estate related news and information to its members and the public
- **PROFESSIONAL DEVELOPMENT** – SCCAR provides members a wide array of relevant course opportunities to elevate their professional and career development skills, maximize the return on investment and enhance the ability to serve their clients

# ADVOCACY - SCCAR ADVOCATES FOR THE PROTECTION OF PROPERTY RIGHTS, PROMOTES HOMEOWNERSHIP, AND ENSURES A FAVORABLE BUSINESS ENVIRONMENT

- **POLICY/ISSUES MOBILIZATION** – SCCAR engages with policymakers to positively influence real estate related policies that impact the industry and our local communities
- **RPAC/RAF FUNDRAISING** – SCCAR has a culture for financially investing in the political process
- **GRASSROOTS MOBILIZATION-** SCCAR amplifies member voices to support Realtor Party friendly positions and candidates
- **INFLUENCE AND OUTREACH** – To advance our positions on property rights , SCCAR has identified members that hold positions on boards, commissions, regulatory bodies, industry organizations and government entities

# COMMUNITY - SCCAR FOSTERS STRONG RELATIONSHIPS TO SUPPORT POSITIVE AND VISIBLE CHANGE FOR THE COMMUNITIES WE SERVE.

- **PROGRAMS/EVENTS** – SCCAR periodically coordinates a variety of programs and member events that benefit the communities we serve and enhance the REALTOR® brand.
- **CONSUMER MOBILIZATION** -SCCAR partners with our communities to advance policies that support our REALTOR® Party interests affecting the real estate industry and property rights
- **HOUSING FOUNDATION** – SCCAR has a 501C3 corporation that is dedicated to providing closing cost grants for low income individuals and families.
- **INFLUENCE AND OUTREACH** – SCCAR leverages the established relationships and influence that members have with local organizations, charities, charitable foundations, community groups, and/or community leaders to communicate a uniform message regarding REALTOR® Party interests and property rights

## GOVERNANCE - SCCAR UTILIZES THE DIVERSE TALENTS OF LEADERS, MEMBERS AND STAFF, AND OPERATES A FISCALLY RESPONSIBLE BUSINESS THAT IS FUTURE FOCUSED, SERVICE DRIVEN AND COMMITTED TO EXECUTING THE STRATEGIC VISION OF THE ORGANIZATION

- **STAFF** – SCCAR invests in a dedicated and exceptional staff that is committed to advancing the strategic vision of the organization.
- **FACILITIES AND OPERATIONS** – SCCAR owns and manages a building that provides non-dues revenue and a professional presence in the community
- **FISCAL RESPONSIBILITY** - As responsible stewards of its assets and long-term investments, SCCAR relies on outside financial advisors and investment managers to maximize the assets of the corporation.
- **GOVERNANCE STRUCTURE** – SCCAR has a business structure that is representative of its diverse membership and has clearly defined leadership roles with a universally understood chain of command to effectively implement the organization's strategic vision.
- **MEMBER DEMOGRAPHIC AND TALENT REGISTRY** – SCCAR knows the demographics of their membership and which talents the members possess to position the organization to make sound business decisions .

## **PROFESSIONAL DEVELOPMENT – SCCAR PROVIDES MEMBERS A WIDE ARRAY OF RELEVANT COURSE OPPORTUNITIES TO ELEVATE THEIR PROFESSIONAL AND CAREER DEVELOPMENT SKILLS, MAXIMIZE THE RETURN ON INVESTMENT AND ENHANCE THE ABILITY TO SERVE THEIR CLIENTS**

- **TARGET AUDIENCES AND COURSES** – SCCAR anticipates and responds to the specific career needs of its members by offering a wide spectrum of relevant programs to elevate their proficiency, skill level and professional abilities.
- **DELIVERY OPTIONS** – SCCAR provides training opportunities to members in a variety of formats
- **PROFESSIONAL STANDARDS** - Members are educated and encouraged to responsibly utilize the Professional Standards process as defined by the National Association of REALTORS®

## COMMUNICATIONS – SCCAR IS THE TRUSTED SOURCE FOR REAL ESTATE RELATED NEWS AND INFORMATION TO ITS MEMBERS AND THE PUBLIC

- **MEMBER COMMUNICATIONS** – SCCAR engages its members in a variety of ways so members fully understand, utilize and value the programs, products, resources, services and tools beneficial to their business.
- **CONSUMER COMMUNICATIONS** – SCCAR has a comprehensive public communication plan to articulate the value proposition we offer to our communities, as an essential partner in advocating for responsible community development, the protection of property rights and access to homeownership
- **DELIVERY METHOD** – SCCAR utilizes a wide variety of communication methods to engage our members and the public