What is the business net income (before taxes) goal this year?

What have your earned in the past and what did you do to earn that? What do you want to earn this year and what are you willing to do to earn that?

Where is the Revenue Going to Come From?

Projecting the Revenue: Look at last 2-3 years history of your closed transactions

a.) what was your average transaction price
b.) what was your average commission rate (might be different for seller vs. buyer sides)
c.) project the coming year's revenue by projecting average transaction price, commission rate and number of closed transactions

What will I have to spend or invest to generate the revenue?

Projecting the Expenses: Look again at the last 2-3 years of historical expenses

a.) Project this years fixed and admin expenses based on historical costs adjusted for changes you are making this year.
[Tip: Use Quicken, QuickBooks or similar]
b.) As marketing expenses are variable and controllable you will spend more time analyzing and budgeting for these expense items

Building a Marketing Plan and Budget: To determine the effectiveness of your marketing you must know where your business is coming from

a.) Track the amount you spend by your source of business classifications (i.e. open house ads, advertising, internet, etc.)

b.) Track the closed commission income by each source of business classification [Tip: Each time you enter a client into your contact management system, assign the client one of your source of business classifications (i.e. open house, advertising etc.)]

c.) Compare the income generated by each source of business classification (each marketing program should have a separate source of business classification) to the amount expended for that source of business (i.e. open houses, advertising, internet etc.)

What is my role in the business going to be this year?

You are the leader. You must play to your strengths and hire or delegate the things you are not good at or that do not produce revenue.

Do you need to work with every buyer? Every seller?

What adjustments do you need to make from last year for today's market conditions?

What is the "end game" for me?

Financial independence? Something else?

What do I have to do this year to keep the "end game" on track?

Do I have the best retirement plan in place?

Do I have a strong team or do I need to some "top grading"?

Do I have a succession plan for my business?