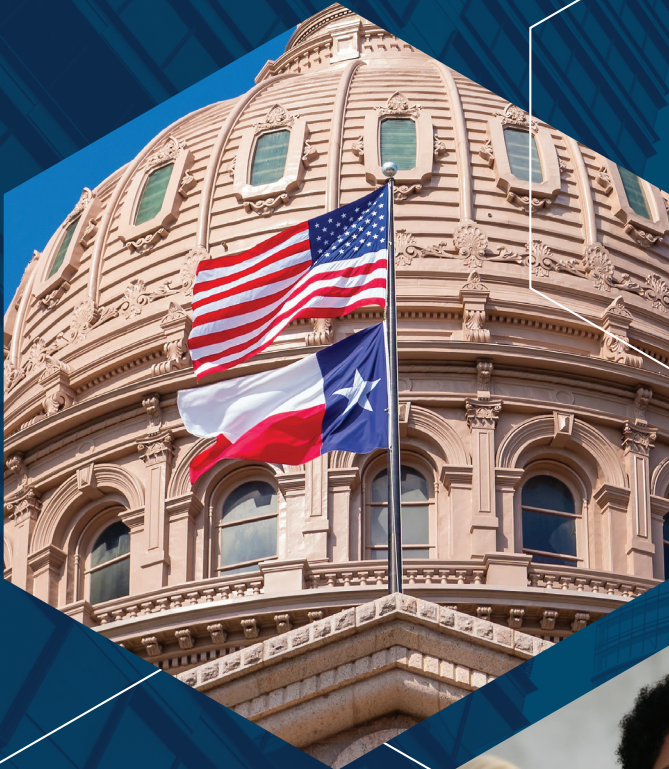


TEXAS REALTORS[®]
2025-2026
STRATEGIC
PLAN



The Strategic Planning Team

2024 Texas REALTORS® Leadership

Jef Conn, 2024 Chairman
Christy Gessler, 2024 Chairman-Elect
Jennifer Wauhob, 2024 Secretary/Treasurer
Tony Lloyd, 2024 Secretary/Treasurer-Elect
Marcus Phipps, 2024 Immediate Past Chairman
Travis Kessler, President/CEO

2024 Strategic Planning Committee

Christi Borden, Chairman
Leah Cox, Vice-Chairman
Job Hammond, Liaison
Brian Sales, Immediate Past-Chairman

Jason Ault	Nick Kline
Cindi Bulla	Johnny Mowad
Pamela Canon	Leslie Rouda Smith
Jamie Dalzell	Rick Snow
Cade Fowler	Deborah Spangler
Vicki Fullerton	Jo Ann Stevens
Nancy Garcia	Jemila Winsey
Shari Kirk	Leigh York



Jef Conn



Christy Gessler



Jennifer Wauhob



Marcus Phipps



Tony Lloyd



Travis Kessler



Christi Borden



Leah Cox



Job Hammond



Brian Sales

Shaping Texas' Future Together: Introducing the 2025-2026 Texas REALTORS® Strategic Plan

As we stand on the threshold of a transformative era for the real estate industry, we are proud to present the 2025-2026 Texas REALTORS® Strategic Plan. This blueprint is meticulously crafted to guide us through the evolving landscape of real estate with vision, integrity, and an unwavering commitment to our members and the communities they serve.

This plan represents the culmination of extensive consultations, thoughtful discussions, and invaluable input from our members, industry leaders, and professional staff. Their insights and experiences were instrumental in shaping a forward-thinking strategy that not only provides unparalleled tools and resources but also addresses our profession's most pressing challenge: amplifying the essential role that REALTORS® play in serving Texas consumers.

We have identified three pivotal pillars— **Advocate, Communicate, and Evolve** — that will direct our actions and decisions in the coming years. These pillars are carefully designed to enhance the value of our membership and commit to providing the resources needed to help our members navigate the ever-changing real estate landscape. We are dedicated to empowering our members, boosting the value they deliver to their clients and communities, and elevating our status as a leading voice in the industry.

Through this plan, we look forward to the exciting opportunities that lie ahead. Together, we are not just shaping the future of Texas REALTORS®; we are Shaping Texas.

Jef Conn, 2024 Chairman, Texas REALTORS®

Christi Borden, Chair, 2024 Strategic Planning Committee

On behalf of the Texas REALTORS® Leadership Team and the 2024 Strategic Planning Committee

Texas REALTORS® Mission

We advance REALTORS® and the communities we serve through advocacy, professionalism, and resources.



Advocate

Establish Texas REALTORS® as the foremost authority shaping public opinion and policy in all areas of real estate, deploying strategic advocacy, providing expert insight, and leading conversations with members and consumers that drive innovation and positive change in our industry throughout Texas.

Establish Leadership in Advocacy

Position Texas REALTORS® as a leading authority in the real estate industry, shaping public opinion and policy on behalf of members and consumers. Proactively lead conversations and initiatives that place REALTORS® at the forefront of real estate advocacy, driving solutions to current and emerging issues affecting the industry. Expand regulatory advocacy efforts to increase policy expertise and influence on critical business practices and consumer issues.

Develop a Comprehensive Advocacy Strategy

Enhance influence through the development and implementation of a comprehensive, member-driven advocacy plan that addresses the modern landscape. Focus on issue-centric strategies that reduce divisiveness and link the message directly to the benefits for members and consumers. Leverage cutting-edge technology and innovative strategies to maximize the effectiveness of efforts.

Empower Members and Consumers to Be REALTOR® Champions

Deliver resources to members that enable them to effectively advocate for policies at the local, state, and national levels that advance the interests of the profession and consumers. Clearly communicate key issues to members and consumers to empower them to successfully champion private property rights in Texas.

Cultivate Future Public Policy Leaders

Establish a robust program for identifying and cultivating future candidates for public office who align with the industry's values and priorities, supporting these candidates to ensure that the real estate industry is well-represented in public policy decision-making.

Enhance Advocacy through Collaborative Approaches

Enhance our advocacy efforts through a collaborative approach with industry organizations and stakeholders to amplify the association's voice on shared real estate issues.

77% of members say they always agree or generally agree with the legislative positions taken by Texas REALTORS®.





Communicate

Texas REALTORS® aims to empower members to succeed and inspire advocacy by being the definitive source for real estate information, valuing relationships throughout the industry and promoting the essential role of REALTORS® and the benefits of homeownership.

Advocate for the Profession and Promote REALTOR® Value

Continue our campaign to advocate for the profession by demonstrating to consumers the value of REALTORS®, the advantages of a competitive real estate marketplace, and the significance of the MLS. Undertake original research and leverage existing data to support compelling narratives about our profession's benefits to consumers. Provide members with easy-to-use resources that help amplify their personal brand and the value of REALTORS® in a competitive marketplace.

Champion Clear and Empowering Communication

Serve as the definitive source for real estate information, enhancing trust and credibility across the organization through improved transparency, accountability, and communication. Ensure that members feel confident in our integrity and value.

Promote Member Benefits and Services

Launch a comprehensive value campaign that increases awareness of the benefits of Texas REALTORS® membership. Detail the range of services, tools, and resources available, and tailor communication to align with member preferences to maximize engagement and relevance.

Enhance Organizational Unity and Stakeholder Collaboration

Maintain and strengthen collaborative partnerships with local associations and other stakeholders. Clearly communicate core competencies and service delineation to establish mutual understanding and explore collaboration opportunities. Enhance unity through improved communication between association leadership and key groups such as brokers and local industry leaders.

Advance Professionalism and Engagement

Deliver resources such as courses, speakers, and tools focused on increasing professionalism, member engagement, and community service. Address industry challenges and opportunities proactively to ensure Texas REALTORS® remains at the forefront of industry developments.





Evolve

Strengthen our resilience and ensure long-term sustainability through strategic financial management, effective governance, leadership development, and enhanced member support.

Ensure Financial Stability and Asset Protection

Explore innovative revenue models and reassess the dues structure to ensure alignment with the value delivered to members. Prioritize asset protection and reduce liability risks to safeguard the association and its members in an increasingly litigious environment.

Embrace and Leverage Technology and Innovation

Establish Texas REALTORS® as a credible voice on AI and technology use in the industry. Develop expertise in tech policy and its implications for real estate, utilizing these advancements to execute strategies and priorities more effectively. Additionally, consider the creation of an MLS Advisory Group to serve as a statewide forum for fostering collaboration and sharing best practices, innovations, and insights to enhance the effectiveness and efficiency of MLS services across the state.

Optimize our Governance Structure

Conduct a comprehensive review of the organization's governance structure and take action to enhance equitable and efficient decision-making, ensuring fiduciary responsibility and beneficial outcomes for the entire organization. Review the three-way agreement among the National Association of Realtors, state associations, and local associations to consider improvements and prepare should any change to the structure occur in the future.

Support and Understand Brokerage Needs

Prioritize the value of brokers as industry partners and facilitate the exchange of best practices to enhance support for this crucial segment of our community. Examine the dynamics, challenges, and costs associated with operating brokerages of varying sizes and experiences.

Promote Sustainability and Cultivate Leadership Development

Deliver tools and resources to support members in planning and managing their real estate careers. Strengthen our foundation for long-term success by prioritizing key initiatives that ensure the association's sustainability and effectiveness. Identify and nurture a diverse array of future leaders and develop staff to optimally serve the membership. Actively seek out and embrace a rich tapestry of voices and experiences, understanding that diversity and inclusivity are the cornerstones of smarter decision-making and visionary leadership within our organization.



2024 Texas REALTORS®

Member Survey

Members play a vital role in the continuous evolution and enhancement of Texas REALTORS®. This survey, a reflective mirror of our members' thoughts and experiences, is more than just a collection of data; it is a testament to the value we place on the voices within our community. Members' voices guided the development of the strategic plan and will continue to drive the execution of the strategic objectives contained within the plan.

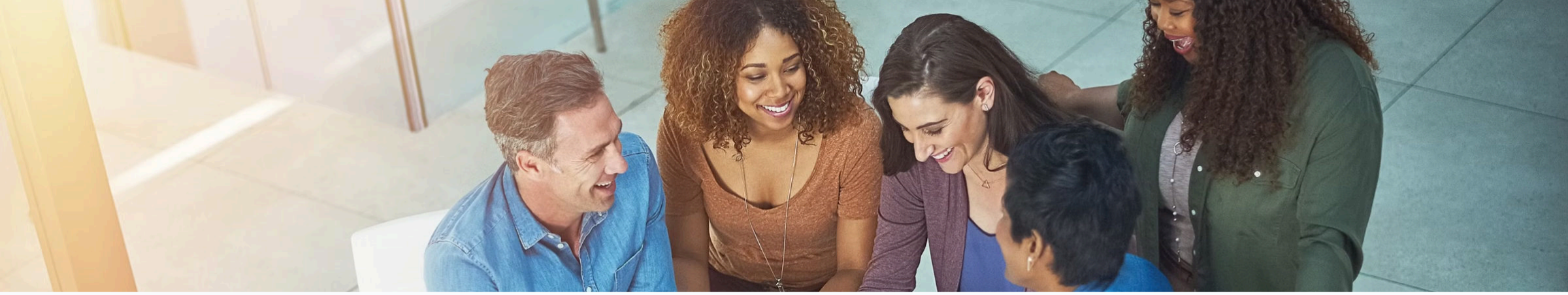
Nearly 1,800 Texas REALTORS® members participated and provided their insight into what they value most, such as educational resources, legal support, advocacy efforts, technology tools, and effective communication. Each piece of feedback is critical to our mission of continual improvement and member value.

This summary is not only an insight into our current strengths and opportunities but also a roadmap for growth, as we strive to exceed expectations and remain a forward-thinking, member-centric association.

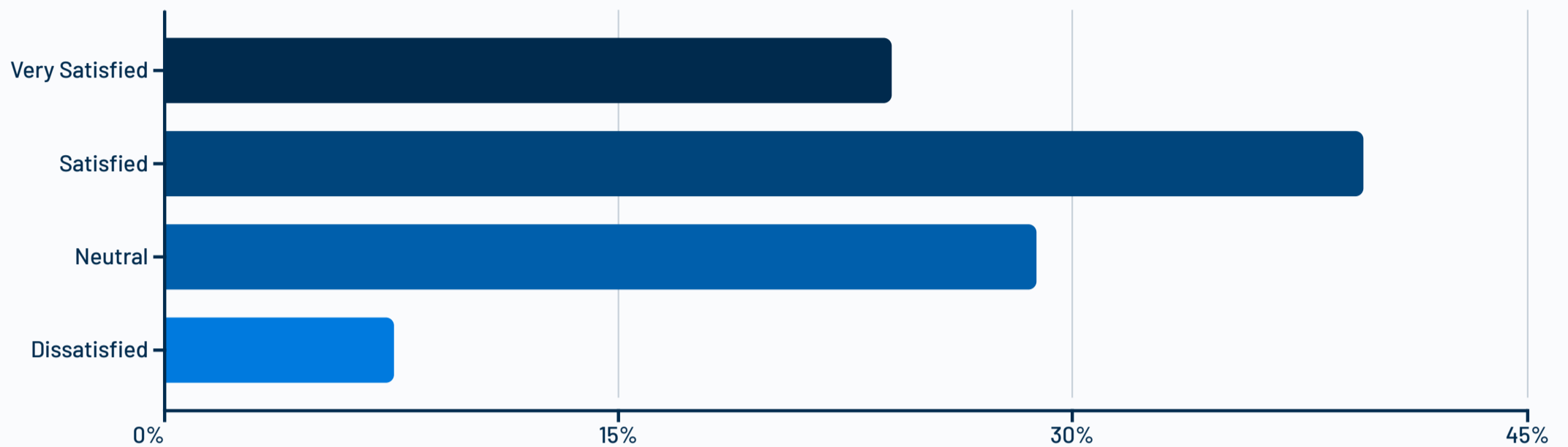
The five most common themes emerging from the 2024 Texas REALTORS® member survey are:

- **Educational Resources and Training:** Members highly value the educational offerings provided, including continuing education classes, educational materials, and updates on legal and industry changes. This emphasis on education reflects a strong desire for professional growth and staying informed about industry dynamics.
- **Legal Support and Resources:** The availability and access to legal resources, particularly the legal hotline and legal FAQs, are highly appreciated. These resources are seen as crucial for providing timely and useful advice, underscoring the importance of legal support in the real estate profession.
- **Advocacy and Representation:** The efforts of Texas REALTORS® in advocacy, especially in governmental affairs and legislative lobbying, are recognized as significant benefits. This includes the work of TREPAC in representing members' interests, indicating the value placed on having a strong voice in legislative matters.
- **Tools and Technology:** Members frequently mention the importance of having access to modern tools like ZipForms, electronic signatures, and other digital tools for efficient real estate practices. The appreciation for these technological aids highlights the need for ongoing tech advancements in the industry.
- **Communication and Information Dissemination:** Regular updates through emails, newsletters, and the website are valuable for keeping members informed about market trends, stats, data, and industry developments. This theme underscores the importance of effective communication and information sharing within the association.





Overall member satisfaction



What contributes most to satisfaction?

1 Legal Support and Advocacy

Members value the security, representation, and up-to-date knowledge these services provide.

2 Education and Professional Development

The focus on professional standards and the accessibility of education to enhance their expertise are highly regarded.

3 Forms and Technology Tools

These resources facilitate members' daily operations, ensuring efficiency and compliance with industry standards.

4 Information and Communication

These services foster a sense of knowledge, community and support among members.

✓ In 2024, 92% of members who responded to the Texas REALTORS® Legal Hotline post-call survey were satisfied with the service. One caller stated, "The Legal Hotline is a great benefit of being a Texas REALTOR®. The attorneys are knowledgeable and helpful and I was impressed by how quickly I was able to talk to someone."



Most Valuable Services



Forms and Transaction Management

Providing forms and zipForm transaction management - **55%** said this ranks as one of the three most valuable services



Advocacy and Legislation

Advocating for members and clients on legislation and regulations - **37%** said this ranks as one of the three most valuable services



Legal and Regulatory Information

Providing risk reduction, legal, and regulatory information - **36%** said this ranks as one of the three most valuable services



Market Research and Data

Providing real estate market research and data - **33%** said this ranks as one of the three most valuable services



Education and Professional Development

Providing a wide array of education and professional development - **28%** said this ranks as one of the three most valuable services



Communication

Keeping members informed via events, magazine, email, and website - **28%** said this ranks as one of the three most valuable services

Top Concerns in the Next Three years

Industry Litigation (60%)

Current landscape of litigation threatening the stability and sustainability of the industry.

1

2

Affordability (57%)

Increasing prices impacting consumers' ability to afford property.

3

Changing Consumer Behavior (50%)

Adapting to shifts in how consumers approach real estate transactions.

4

Regulatory Changes (50%)

Worries about evolving laws impacting business practices.

5

Economic Downturns (46%)

Potential impact of recessions on the real estate market.

6

Technological Disruption (36%)

Impact of online platforms and AI on real estate practices.

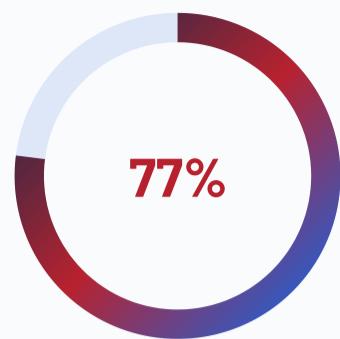
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Cybersecurity Risks (28%)

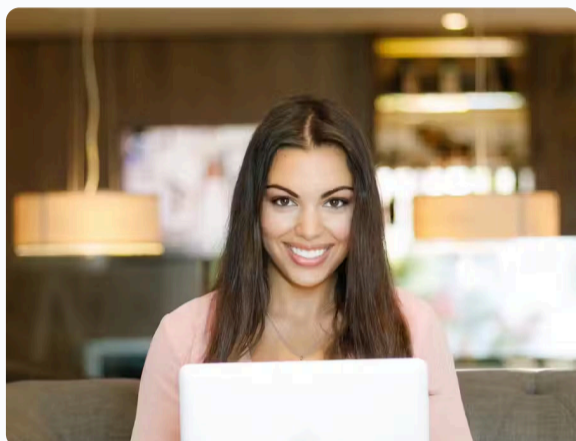
Growing reliance on digital platforms raises concerns about the security of sensitive client information.



Member Confidence



77% of members are confident that they will be a member of the REALTOR® organization in 3 years.



"What we do for consumers is critical and I believe in the organization's mission. Even if we restructure - the fate of many large organizations - I'm still going to be here adapting to the changes."

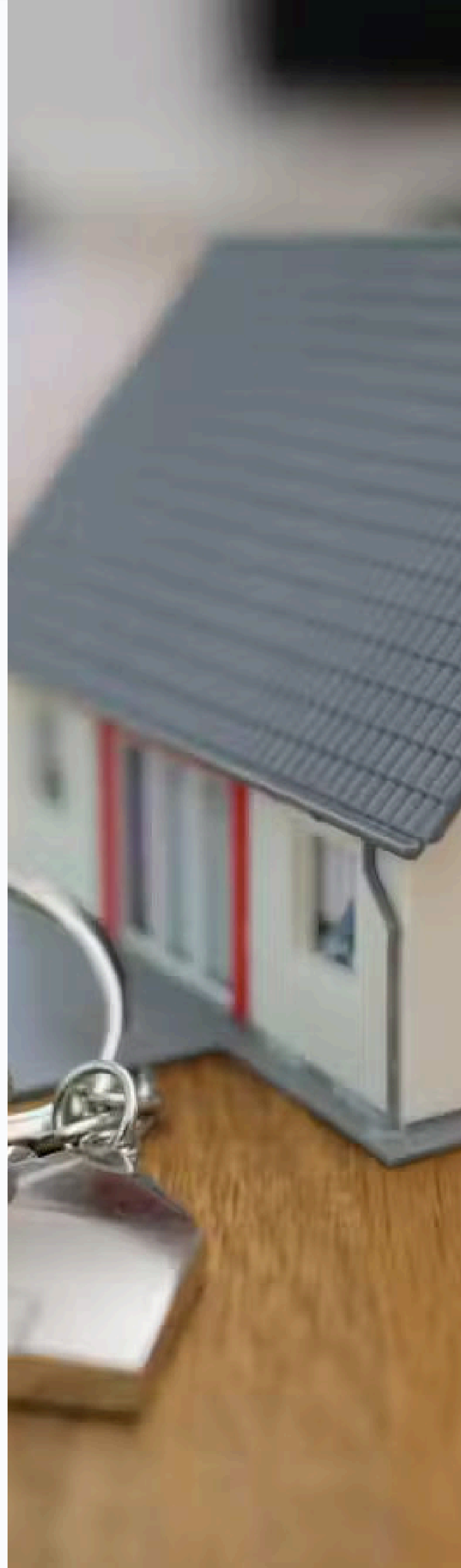
- Texas REALTORS® member

Member responses emphasize a deep commitment to the profession, a belief in the value and support provided by the organization, and confidence in adapting to industry changes and challenges. Members express a strong attachment to their careers, appreciation for the resources and advocacy offered by the organization, and a determination to continue growing and serving their clients despite external pressures.

Artificial Intelligence

50% of the respondents view AI as a beneficial tool that enhances efficiency and assists with tasks like marketing and content creation, appreciating its ability to automate mundane tasks and provide competitive advantages.

30% of members adopt a neutral and cautious stance, acknowledging AI's growing influence but remaining uncertain of its full impact, emphasizing the importance of human interaction in real estate transactions.



Membership Trends

58%

The number of Active REALTOR® members grew 58% from 98,359 in 2015 to 154,907 in 2023.

98,059

The number of active REALTORS® that have joined Texas REALTORS® since January 1, 2015.

(as of April 30, 2024)

83%

Percentage of real estate licensees in Texas who are REALTORS®.

