

# 2023-2024 STRATEGIC PLAN

# THE STRATEGIC PLANNING TEAM

## 2022 Texas REALTOR® Leadership

Russell Berry, 2022 Chairman  
 Marcus Phipps, 2022 Chairman-Elect  
 David Alan Cox, 2022 Secretary/Treasurer  
 Jef Conn, 2022 Secretary/Treasurer-Elect  
 Marvin Jolly, 2022 Immediate Past Chairman  
 Travis Kessler, President/CEO

## 2022 Strategic Planning Committee

Brandy Guthrie, Chairman  
 Brian Sales, Vice Chairman  
 Christi Borden, Liaison  
 Jennifer Wauhob, Immediate Past Chair

Cindi Bulla	Johnny Mowad
Leah Cox	Malyn Powers
Vicki Fullerton	Max Puello
Kylee Garza	Teresa Scott-Tibbs
Job Hammond	Rick Snow
Judy Jones	Lindsay Wright
Gary Maler	



Russell Berry



Marcus Phipps



David Alan Cox



Jef Conn



Marvin Jolly



Travis Kessler



Brandy Guthrie



Brian Sales



Christi Borden



Jennifer Wauhob

# INTRODUCTION

Texas REALTORS® exists to be an indispensable resource for our members and the premier advocate for Texans who buy, sell, lease, and own real property. As our mission statement declares, “We advance REALTORS® and the communities they serve through advocacy, professionalism, and resources.”

Texas REALTORS® is constantly evaluating the present and looking to the future. Looking forward to ensure that the association remains relevant and valuable to members, consumers, policy makers, and the many stakeholders who participate in the real estate space.

This is exactly what we sought to accomplish through this strategic planning process. The 2023-24 Texas REALTORS® Strategic Plan marks the culmination of a year’s worth of research and deliberation, including presentations from industry experts, analysis of the state’s demographics, focus groups, association staff planning sessions, a scan of the changing industry, analysis of membership trends, and, most importantly, feedback from thousands of Texas REALTORS®.

This plan establishes the high-level strategies that guide the association’s efforts in alignment with our mission, while also providing for flexibility and dynamic engagement as the market changes more rapidly than ever.

Because the strategic priorities are high-level, we’ve included footnotes for each priority area of the plan that provide context and reference key tactical takeaways from the planning process. These items are not action items or directives, but serve as reference to provide staff, committees, and members a resource to more fully understand the intent of the strategic priorities presented in the plan.





# WE ADVANCE REALTORS® AND THE COMMUNITIES WE SERVE THROUGH ADVOCACY, PROFESSIONALISM, AND RESOURCES.



## Universal Principles of This Strategic Plan

### Collaboration

To benefit REALTORS®, we foster relationships with other real estate organizations, local REALTOR® associations, the National Association of REALTORS®, regulatory bodies, and consumers.

### Diversity and Inclusion

Diversity and inclusion underlie all aspects of the association's activities.

### Customer Service

Leaders, volunteers, and staff prioritize service to members to support an outstanding value of membership.

Texas REALTORS® was rated as a "Superior" State Association based on a membership survey with 2620 responses by T3 Sixty, an independent consulting firm. Overall scoring was determined utilizing the cumulative score of the following five categories: Value, Leadership, Engagement, Resources, and the Core Competencies of Advocacy Legal, and Professionalism/Leadership.





## STRATEGIC PRIORITIES

# Advocate

Establish Texas REALTORS® as the premier influencer of public opinion and policy in all areas related to real estate.

- Provide resources to members to advocate for the association's positions at the state, local, and national levels.
- Engage members and the public to address existing challenges—including affordability, fair housing, and economic sustainability.
- Identify emerging threats and opportunities for REALTORS® and real estate consumers. Educate members and the public about these topics and gather input to form association priorities and initiatives.
- Communicate our positions with elected officials and consumers.
- Employ use of new technologies and innovative strategies to enhance advocacy effectiveness.

### TOP THREE THREATS TO THE INDUSTRY ACCORDING TO MEMBER SURVEY

**47%**

Business models that eliminate or devalue the REALTOR®

**45%**

Unprofessional or unqualified agents

**36%**

Shortage of housing inventory

In a recent member survey, 62% said that engaging consumers in REALTOR® advocacy efforts are very important to our success.





## STRATEGIC PRIORITIES

# Communicate

Provide information to increase members' success, establish Texas REALTORS® as the trusted source for all real estate information, and communicate the value of the association to members and the public.

- Target relevant information to meet members' communications preference and interests.
- Foster communications with brokers/designated REALTORS®/team leaders that they can share with their agents.
- Strengthen direct communication between association leadership groups and members/local associations.
- Undertake original research and leverage existing research/data to better serve members and consumers.
- Communicate with the public the value proposition of REALTORS®, the benefit of a competitive real estate marketplace and the value of the MLS in that marketplace.

### TOP FIVE VALUABLE SERVICES ACCORDING TO MEMBER SURVEY

**72%**

ZipForm

**65%**

Texas REALTORS®  
Forms Library

**62%**

Code of ethics and  
professional standards  
enforcements

**58%**

Legal information and  
risk reduction tools

**52%**

CE, professional  
development, and  
designation courses



## STRATEGIC PRIORITIES

# Elevate

Enhance members' professionalism and increase member involvement.

- Cultivate leadership participation among more members. Nurture the leadership and education of current and future leaders, elected officials, and staff.
- Deliver courses, speakers, and tools to increase professionalism, member engagement, and community service.
- Provide resources for members to promote their value to the public.
- Be forward-thinking and engaged in industry challenges and opportunities that Texas REALTORS® can impact.

### SATISFACTION WITH SERVICES ACCORDING TO MEMBER SURVEY

# 91%

Up from 85% in 2020

More members selected Texas REALTORS® than any other entity as the source of valuable information about the real estate industry.

