



2027–2028

STRATEGIC PLAN

Stronger Together
Stronger for Texas



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Texas REALTORS® enters the 2027-2028 plan period from a position of strength: a deeply committed membership, a durable core of services that members rely on every day, and a brand that stands for professionalism, advocacy, and trust.

This plan turns that foundation into momentum—protecting what matters, deepening what works, and evolving what must change.

The Strategic Planning Team

2026 TEXAS REALTORS® LEADERSHIP

Jennifer Wauhob Chairman

Tony Lloyd Chairman-Elect

Deborah Spangler Secretary/Treasurer

Benjamin Rodriguez Secretary/Treasurer-Elect

Christy Gessler Immediate Past Chairman

Mike Barnett President/CEO

2026 STRATEGIC PLANNING COMMITTEE

Job Hammond Chairman

Jemila Winsey Vice Chairman

Kayla Click Liaison

Leah Cox Immediate Past Chairman

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Nick Kline

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Alisha Austin

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Brandy Wuensch

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INTRODUCING THE PLAN

Shaping What's Next for Texas Real Estate

As the real estate industry changes in real time, and our members navigate new business, legal, technological, and consumer dynamics every day, we are proud to present the 2027-2028 Texas REALTORS® Strategic Plan.

This plan is the product of an extensive listening process—broker roundtables across Texas, leadership questionnaires, member surveys, and a two-day strategic planning retreat. Nearly 1,000 members shared their perspectives in the 2026 Member Survey alone. All these voices guided every priority that follows.

We've organized our work around three pillars—Advocate, Connect, and Evolve—the ACE framework that focuses our energy on what only Texas REALTORS® can do for our members. The plan is intentionally written as a set of commitments—"We will" statements—because that is how members will judge us, and how we want to be judged.

Texas is at the forefront of creating the future of American real estate. Together, we are not just adapting to change—we are shaping it.

Jennifer Wauhob, 2026 Chairman, Texas REALTORS®

Job Hammond, Chair, 2026 Strategic Planning Committee

On behalf of the Texas REALTORS® Leadership Team and the 2026 Strategic Planning Committee

**Texas
REALTORS®
Mission**

We advance REALTORS® and the communities we serve through **advocacy**, **professionalism**, and **resources**—earning the trust of our members and the consumers they serve every day.



ADVOCATE

We advocate to protect members' businesses, defend property rights, and create a strong, thriving real estate market that benefits both members and the consumers they serve across Texas.

WE WILL

- 01** Advocate for policies that protect property rights, expand housing opportunity, and strengthen the real estate profession across Texas.
- 02** Translate advocacy into clear business impact so members understand how legislative and regulatory outcomes affect transactions, clients, and income.
- 03** Strengthen influence at the state level by leading on key issues such as housing affordability, regulatory clarity, and market stability.
- 04** Expand the reach and visibility of advocacy through timely updates, integrated messaging, and stronger engagement prior to key calls to action.
- 05** Engage consumers through education-first outreach that builds understanding and support for housing solutions, property rights, and thriving communities across Texas.

CONNECT

We connect because we are stronger together—partnering with members to deliver the tools, resources, and relationships needed to succeed in business every day and effectively serve their clients.

WE WILL

- 01 Ensure members clearly understand and experience the full value of membership through a simplified onboarding journey and sustained engagement beyond the first year.
- 02 Deliver more relevant, targeted communication that connects services to real business moments and reduces unnecessary noise.
- 03 Equip local associations and brokers with turnkey tools to communicate value and engage members at the local level.
- 04 Modernize how members access information through a more intuitive, mobile-friendly, and centralized experience.
- 05 Increase awareness and usage of high-value services by integrating them into daily workflows.
- 06 Strengthen members' ability to clearly communicate their value to consumers in a changing real estate environment.
- 07 Communicate directly with consumers through integrated media campaigns that emphasize the essential role of REALTORS® and promote the value they provide.

EVOLVE

We evolve because the industry is changing rapidly—and as a century-old organization, we are committed to adapting, growing, and delivering solutions that keep members competitive while reinforcing trust in the profession.

WE WILL

- 01** Strategically position Texas REALTORS® for long-term financial sustainability by thoughtfully expanding how high-value services are delivered.
- 02** Prioritize and strengthen core services—advocacy, risk management, and business tools—to ensure they remain indispensable to member success.
- 03** Strengthen professionalism by raising awareness of grievance and ombudsman services and positioning them as tools to avoid costly legal disputes.
- 04** Proactively share insights from professional standards activity to help members avoid risk and differentiate REALTORS® from non-REALTOR® licensees.
- 05** Deepen engagement with brokers by delivering targeted support that reflects diverse firm sizes, geographies, and structures.
- 06** Modernize governance and leadership structure to improve agility, accountability, and broader access to leadership opportunities.
- 07** Integrate emerging technologies, including AI, into operations to improve efficiency and equip members to navigate a changing industry.

THE VOICE OF THE MEMBERSHIP

2026 Member Survey

Members play a vital role in the continuous evolution of Texas REALTORS®. The 2026 Member Survey is more than a data set—it is the voice of the membership shaping the work ahead. Member input guided the development of this strategic plan and will continue to drive the execution of the priorities within it.

Nearly 1,000 Texas REALTORS® members told us what they value most, what concerns them most, and where they want the organization to focus.

FIVE THEMES FROM THE SURVEY

- 01 **Standardized Forms and Contracts.** Members rank standardized forms and contracts as the single most valuable component of membership—part of the operating system of their daily business and a core differentiator of REALTOR® status.
- 02 **Advocacy and Property Rights.** Advocacy is viewed as critical: 82% of members say advocacy is extremely or very important to the value of their membership, and 70% are confident advocacy delivers tangible results for their business.
- 03 **Legal and Risk Reduction Resources.** The Legal Hotline and risk reduction resources continue to rank among the most-valued benefits, providing timely guidance in a more litigious, more complex transaction environment.
- 04 **Education and Professional Standards.** Education tied to performance—contracts, AI, marketing, client engagement—and stronger professional standards are viewed as essential to protecting the long-term health of the profession.
- 05 **Communication That Connects.** Members value communication that lands at the right moment with the right context. They are asking for fewer, more relevant, more personalized touches—not more volume.



HOW MEMBERS RATE THE VALUE

Overall Member-Rated Value



53% of responding members rate the value they receive from membership as high or very high. Another 35% rate the value as moderate—the engagement frontier this plan is built to address.

WHAT CONTRIBUTES MOST TO VALUE

01

Protecting the Ability to Do Business

67% of members say protecting their ability to do business (legal and regulatory) is one of the things that matters most about membership—the single highest-ranking value driver.

02

Tools and Resources Used Every Day

56% point to the tools and resources they use regularly—forms, the Legal Hotline, education, and market data—as central to what membership means.

03

Professional Standards and Credibility

50% identify maintaining professional standards and the credibility of the REALTOR® brand as core to the value of membership.

04

Advocacy at the State and Local Level

49% cite advocacy at the state and local level as a top reason they are members—a cornerstone of the Texas REALTORS® value proposition.

WHERE THE VALUE LIVES

Most Valuable Services

Members were asked to identify the three services that provide the most value to their business. The 2026 results reinforce a clear, durable core—forms, advocacy, and risk management—with education and professional standards close behind.

73%**Standardized Forms and Contracts**

The highest-ranking benefit and the operating system of daily real estate practice in Texas.

61%**Advocacy and Property Rights**

Influencing laws, protecting property rights, representing REALTORS®. 82% say advocacy is extremely or very important to membership value.

48%**Risk Reduction Resources**

Anchored by the Legal Hotline and real-time risk management guidance.

40%**Education and Professional Development**

Rising demand for practical training in AI, contracts, marketing, and client engagement.

36%**Professional Standards and Enforcement**

Member appetite for stronger differentiation between REALTORS® and non-member licensees.

20%**Market Data and Insights**

MarketViewer is a high-potential, underutilized asset to elevate over the plan period.

WHO WE ARE

Membership Trends

150,000+

Texas REALTORS® members—one of the largest state associations in the country and one of Texas' largest professional organizations.

52%

increase in active REALTOR® members from roughly 99,000 in 2015 to more than 150,000 today; a decade of impressive growth.

82%

of Texas real estate licensees are REALTORS®, which gives our advocacy and standards work statewide reach.



WHAT KEEPS MEMBERS UP AT NIGHT

Top Concerns Over the Next Three Years

Members were asked which industry changes are most likely to impact their business over the next 3-5 years. The top responses define the operating environment for this plan.

01**Artificial Intelligence (74%)**

AI is the single biggest expected impact on member businesses, from how clients gather information to how transactions get done.

02**Non-Traditional Competition (49%)**

Increased competition from non-traditional models—large platforms, vertically integrated firms, and DOJ-driven structural changes—is reshaping the marketplace.

03**How Buyers and Sellers Find Agents (33%)**

Members anticipate continued shifts in how consumers discover and engage real estate professionals, putting pressure on the REALTOR® value story.

04**Regulation and Legal Complexity (32%)**

Increased regulation and legal complexity remain top of mind, particularly around compensation disclosure, MLS rules, and post-settlement practice.

05**Affordability Constraints (29%)**

Affordability is constraining transaction volume in many Texas markets—a public-policy challenge as much as an industry one.

06**Reliance on Technology and Automation (24%)**

Greater reliance on technology and automation is raising baseline consumer expectations for speed, integration, and ease of use.

07**Greater Consumer Expectations (22%)**

Consumers expect more value, more transparency, and a smoother experience—every transaction, every time.

MEMBERS ARE READY

Member Confidence

85%

of members say they feel very or somewhat prepared to adapt to the changes ahead in the industry.

78%

see the future of the REALTOR® organization as more important than ever—or as providing real value while needing to evolve.

"What we do for consumers is critical, and I believe in the organization's mission. Even as the industry restructures, I'm still here—adapting, growing, and serving."

—Texas REALTORS® member, 2026 Member Survey

Members express a deep commitment to the profession, confidence in the value Texas REALTORS® provides, and a determination to continue growing and serving their clients despite external pressures. This plan is designed to meet that confidence with action.



AI IS THE STORY

Artificial Intelligence

AI is no longer a future consideration—it shapes today's transactions, consumer expectations, and competitive landscape. The 2026 Member Survey confirms that members feel the shift and want Texas REALTORS® to lead with clarity, not hype.

74%

of members say AI will be one of the biggest impacts on their business over the next 3-5 years—the highest-ranked external force in the survey.

85%

feel very or somewhat prepared to adapt to the changes ahead, including AI.

Texas REALTORS® Will Pursue 3 Opportunities

01 Integrate AI into internal operations,

02 Share best practices and policy templates,

03 Ensure REALTOR®-grade content remains accessible in an AI-first consumer environment.