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STRATEGIC PLAN 2026

FLORIDA REALTORS®

STRATEGIC PLAN

ABOUT THE STRATEGIC PLANNING PROJECT

In September 2024, the Strategic Planning Committee of Florida Realtors® initiated an upgrade to the organization's strategic plan. This comprehensive process involved over 26 committee members and various stakeholders, including local Association Executives, PAC Trustees, Public Policy Chairs, MLS Executives, and Senior Management. Over a span of 90 days, the committee engaged in extensive research, analysis, and facilitated dialogue.

Key activities included analyzing the current strategic plan, collecting substantial operational, member, and market data, and conducting a SWOT analysis. These efforts led to significant updates to the organization's Vision and Mission, as well as the reformulation of Strategic Objectives, Growth Priorities, and the Definition of Future Success.

With the assistance of an external facilitator, the committee spent six months drafting, revising, and designing the updated strategic plan. The final document, which includes references to various support materials such as summaries, reports, and notes, is presented below



OBJECTIVES OF THE PROCESS

The primary goal of the planning process was to develop an updated, data-driven Strategic Plan for Florida Realtors® to guide its business plans, Board actions, Committee work, and other market activities. This process also uncovered valuable data and insights into the organization's strengths, resources, and growth opportunities, which may benefit other parts of the organization or future revisions. Furthermore, it facilitated open and authentic discussions among Committee participants about Florida Realtors® strategic and tactical operations, adding significant value to the leadership community.

THE BACKGROUND INFORMATION REPORT (REFERENCE)

During the planning process, Association Staff supported the Facilitator in compiling a comprehensive set of documents, including data, reports, articles, and insights on the Association's current and recent operations, members, products and services, and consumer and market trends. This nearly 100-page, three-part compilation provided the Committee with a shared knowledge base to inform the development of the new Strategic Plan. These reports are available separately from this Strategic Planning document.

SWOT ANALYSIS — REFERENCED IN APPENDIX

In two full-day workshops, the Committee conducted two rounds of SWOT analysis on Florida Realtors® and its strategic growth potential. The process included reviewing and updating the organization's core values, Vision, and Mission, and developing a Definition of Success for future outcomes. Interactive brainstorming and dialogue techniques ensured diverse perspectives were considered. Notes and visual documentation are available in the First Meeting Summary report, separate from this document.

HOW TO USE THIS DOCUMENT

The Strategic Planning document serves as a critical guidance tool for Florida Realtors® leadership, staff, committees, and members. It aids in identifying, planning, and pursuing growth priorities, projects, initiatives, and operational decisions. The Strategic Plan is frequently referenced in annual business plans, Board activities, Committee charges, communications, member orientation, services, and events.

By leveraging the Strategic Plan, stakeholders can define the purpose, goals, methods, and impact of their activities, aligning them with the organization's strategic objectives. Effective use of the plan fosters mutual understanding, collective purpose, and transparency among members.

Typically, a Strategic Plan is effective for 3-5 years, though significant internal or industry changes may necessitate earlier updates. Consistent application of the plan provides stability and guidance, helping volunteer leaders, staff, and stakeholders align their expectations, behavior, and performance.

Understanding and adhering to the plan enables stakeholders to contribute meaningfully to the organization's goals, ensuring leaders act consistently with clearly articulated principles and priorities.

In conclusion, perhaps the best way to think of the purpose and role of any Strategic Plan is to consider the words of the nation's sixteenth President:

***“Give me six hours to chop down a tree
and I will spend the first four sharpening the axe.”
– Abraham Lincoln***

Prepared by Matthew Ferrara, Philosopher and facilitator for
Florida Realtors® in the development of this Strategic Plan.

FLORIDA REALTORS® BACKGROUND

For well over 100 years, Florida Realtors®, the state's largest trade association, has been working to meet the needs of the real estate community and Florida homeowners.

In 1916, 68 real estate brokers from 16 Florida communities gathered in Jacksonville for their first convention. That first meeting marked the beginning of a vision and an ongoing mission to serve the Realtors of Florida and the people who make their home in the Sunshine State. Their goal: to bring order, fairness and professionalism to the real estate business in Florida. Since that humble beginning, hundreds of thousands of Realtors have helped millions of Floridians achieve the American dream of home and business ownership.

Florida Realtors® has grown to become the largest professional trade association in the state with more than 238,000 members and the largest state Realtor organization in the country. It serves as the statewide organization for 51 local and regional Realtor associations or boards in Florida. Membership is voluntary and consists of both residential and commercial agents and brokers, as well as appraisers, real estate counselors, property managers and many other real estate specialists and related industry affiliates.

FLORIDA REALTORS® DEFINITION OF FUTURE SUCCESS

This Strategic Plan envisions a successful future in which the following outcomes are sustained:

- **Delivering Member Value:** We provide exceptional value to members, creating enthusiastic advocates who promote our contributions across the industry.
- **Global Engagement:** We actively connect with the global markets to bring investment and opportunities back to Florida.
- **Innovative Solutions:** We continuously create and deliver innovative products, services, and advocacy outcomes for members.
- **Generating Revenue:** We sustain multiple streams of significant non-dues revenue.
- **Industry Model:** We are recognized as the “Model” association by industry peers.
- **Positive Perceptions:** We enhance positive consumer perceptions of our industry and members.
- **Data-Driven Decisions:** We routinely use data to plan, implement, and measure initiatives aligned with our current strategic objectives.
- **Workforce Housing Leadership:** We lead in developing innovative solutions for workforce housing in Florida.
- **Legislative Success:** We achieve consistent legislative victories and support the election of Realtor Champions.
- **Educational Participation:** We sustain an increase in member participation in professional educational classes, webinars, certifications, and events.
- **Trusted Information Source:** We are the trusted source of information for the public, media, and policymakers. The real Voice of Real Estate in Florida.
- **Positive Industry Impact:** We positively impact local communities, and our industry’s overall growth. The real Voice for Real Estate in Florida.

COMMUNICATIONS STRATEGIES

When communicating the Strategic Plan to Florida Realtors® leaders, staff, members, partners and the public, these points reference key components of this plan:

THE FLORIDA REALTORS® ASPIRES (MISSION STATEMENT):

Florida Realtors®, the vital advocate and trusted resource for real estate.

THE FLORIDA REALTORS® IS KNOWN AS (TAGLINE):

Florida Realtors® Is The Voice For Real Estate In Florida.

MEMBERS OF FLORIDA REALTORS® ACT WITH (CORE VALUES):

- The highest professionalism, accountability & ethical standards
- Leadership within the local, state and national community & real estate industry
- An innovative, inclusive & growth mindset for members, stakeholders and partners
- A commitment to property rights, public policy and industry advocacy
- An objective, data-driven approach to solving problems and developing member benefits

FLORIDA REALTORS® STRIVES TO ACHIEVE THREE VITAL GOALS (STRATEGIC OBJECTIVES):

- To enhance stakeholders' and consumers' ability to benefit from a thriving real estate market
- To enhance member value, professionalism, engagement, and leadership
- To foster collaboration, industry excellence, and innovative growth

FLORIDA REALTORS® STRATEGIC PLAN

THE FLORIDA REALTORS® MISSION STATEMENT:

Florida Realtors®, the vital advocate and trusted resource for real estate.

THE FLORIDA REALTORS® TAGLINE FOR BRANDING:

Florida Realtors® Is The Voice For Real Estate In Florida.

THE CORE VALUES OF FLORIDA REALTORS®

The guiding values of Florida Realtors® that govern the behavior and implementation of all association activities are:

- **Accountable**
- **Advocatory**
- **Collaborative**
- **Data-driven**
- **Committed to Excellence**
- **Innovation-Minded**
- **Integrity-Focused**
- **Member-Centric**
- **Professional**

FLORIDA REALTORS® STRATEGIC OBJECTIVES

The following Strategic Objectives represent the major goals for the organization, including a number of related areas of focus:

1. Advocacy and Influence: Florida Realtors® enhances stakeholders' and consumers' ability to benefit from a dynamic real estate market by:

- Involving members and partners in developing real estate-related public policy.
- Supporting grassroots advocacy efforts, including RPAC and Realtor Champions.
- Supporting candidates aligned with Realtor positions and priorities.
- Educating and communicating with external stakeholders, such as property owners, tenants, related industries, and interest groups.
- Fostering partnerships with industry stakeholders on policy positions, advocacy communications, and fundraising.
- Pursuing innovative opportunities for advocacy, influence, public education, and fundraising.
- Assisting members with community engagement, transformation, and growth.
- Championing the necessary resources to achieve our legislative priorities.

2. Member Value and Professionalism: Florida Realtors® drives member value, professionalism, engagement, and leadership by:

- Providing innovative resources, technologies, and services to boost member productivity, professional development, and profitability.
- Fostering a culture of accountability and ethical conduct.
- Empowering members to address critical industry issues and initiatives.
- Communicating effectively to drive member awareness and engagement with benefits and services.
- Developing leadership skills and participation in local, state and national association governance.
- Responsibly utilizing member and market data to enhance our impact through innovative technology, partnerships, education and services.
- Strengthening a vibrant Commercial and Global Real Estate sector, expanding new membership opportunities, industry business growth, and education.
- Expanding non-dues revenue sources through innovation, technology, and partnerships.

3. Collaboration and Innovation: Florida Realtors® promotes collaboration, industry excellence, and innovation by:

- Engaging with local associations, MLSs and brokers to increase member participation in benefits, professionalism, and leadership opportunities.
- Building leadership, collaboration and networking systems to partner with local associations, member firms, MLSs, and other industry stakeholders on growth opportunities and priorities.
- Connecting local, state, and regional resources to deliver a consistent and compelling message of Realtor® professionalism and value to the public, policymakers, and members.
- Innovating across communication and engagement channels to amplify awareness of association benefits, development opportunities, and important issues.