



2023-2025 Strategic Plan Overview

Empowering Communities, Achieving Change Together





Overview

As part of ROC USA's strategic planning process, we updated our mission and vision statements, reflecting a refined focus while staying true to our core commitment of empowering resident owned communities. This evolution in language ensures resonance with the evolving challenges and opportunities in cooperative ownership of manufactured home communities.

Our mission remains unwavering, and these updates embody our continuous dedication to positive change.



The Process

ROC USA used a comprehensive and inclusive process to draft its strategic plan, prioritizing stakeholder engagement at every step. The organization ensured the voices of residents were heard throughout the process, gathering their feedback as we revised our mission and vision statements. In addition, our affiliates and the ROC Association leadership were actively involved to provide a wide range of perspectives and insights.

This careful, disciplined approach helped ROC USA develop a plan that reflects the needs and aspirations of those we serve, ensuring alignment with the organization's goals and values.

Mission

ROC USA supports homeowners in manufactured home communities to achieve affordable and sustainable self-governing cooperatives.

Vision

Millions of homeowners and families thrive in sustainable, resilient, and mutually supportive resident-owned manufactured home communities.





Values

- Collaboration
- Integrity
- Creativity
- Innovation
- Accountability

Strategic Goal #1

Expand opportunities for homeowners to achieve ownership of communities resulting in 50 more resident-owned communities (ROCs) benefiting 2,500+ households.

Objectives

1. Empower homeowners to be competitive in purchasing their communities through diverse financial resources.
2. Provide competitive financing to meet the market needs of ROCs and CTAPs including up to \$75M of mortgage financing and aggregating capital from other sources.
3. Develop a social impact equity fund to make resident ownership possible when communities are being sold in large portfolios.





Strategic Goal #2

Improve and preserve the sustainability of more than 300 resident owned communities to further enhance community resiliency and household financial security.

Objectives

Innovate and test strategies to improve the operational and financial capabilities of ROCs.

1. Expand access to public, private, and philanthropic resources exceeding \$100M for home and community infrastructure improvements.
2. Ensure access to home financing for new or existing homebuyers in all ROCs.
3. Be a leading source of refinancing for ROCs to preserve long-term affordability.



Strategic Goal #3

Provide more than 1,800 ROC leaders with tools to be the driving force for positive change and further build collective community power.

Objectives

1. Provide ROC Leaders resident leadership tools that support communication and messaging, training, and peer collaboration.
2. Increase local Member engagement in ROC-related activities.
3. Equip the ROC Association to set an agenda that reflects the needs and aspirations of the communities they represent and implement policy and market-based changes that support expanded resident ownership.





Strategic Goal #4

Operate with a culture and commitment to quality of service, sustainability, accountability, and cohesion.

Objectives

1. Deliver a high standard of customer and partner service.
2. Further strengthen the relationship and commitment to the Network by providing support and resources with an intentional focus on business integration.
3. Enhance, define, and adopt systems that support discipline and leverage data for better-informed decision-making.
4. Increase brand awareness and develop targeted communication strategies for all audiences.
5. Absorb growth and reach the overall self-sufficiency of ROC USA to achieve an 80% earnings.

Thank You

Please reach out for more information.

ROC USA

www.rocusa.org

contact_us@rocusa.org

603-513-2791

