



Position: President, ROC USA Capital
Location: Remote-based in the contiguous United States, or our Washington, DC office
Reports to: CEO, ROC USA
Status: Full time, Exempt

About ROC USA

ROC USA helps homeowners in manufactured home communities (MHCs) buy the land beneath their homes and govern their communities (aka “mobile home parks”) as resident-owned cooperatives. Homeowners in MHCs are the lowest income homeowners in the U.S., and they are vulnerable to park closures, lot rent increases, and displacement. When they form a resident owned community (ROC), they organize to collectively purchase their land so that they may ensure their community remains affordable and that lot rents go towards ROC operations and community improvements rather than into the pockets of for-profit owners.

ROC USA Capital provides the financing for community acquisitions, infrastructure investments, and refinancing of ROCs when needed. The CDFI is our revenue engine that enables ROC USA and our Network to provide pre-purchase and post-purchase technical assistance support to ROCs, advance our advocacy agenda, and build partnerships to advance systems change. ROC USA has nine affiliates that are independent nonprofits with ROC programs, called Certified Technical Assistance Providers (CTAPs). The CTAPs cultivate pipelines of MHCs for resident purchases and provide ongoing technical assistance to ensure that the cooperatives are capable of managing their communities. CTAPs operate in 13 states, and ROC USA supports existing and new ROCs in an additional 9 states. CTAPs and our internal acquisitions team who use ROC USA Capital financing source deals, help to structure the capital stack, and liaison with prospective ROC borrowers.

Together, ROC USA and our Network support more than 365 ROCs, preserving nearly 25,000 affordable homes across 22 states. More than \$1 billion in community financing has been provided across the field, including more than \$557 million delivered by ROC USA Capital since 2008.

ROC USA Capital

By the numbers

- **\$253 million:** Total assets on balance sheet at the end of 2025 (less ROC borrower escrow accounts).
- **\$400+ million:** Total assets under management, including participated interests.

- **\$80+ million:** Total lending in 2025, ROC USA Capital's largest lending year in history (\$61M expected in 2026 w/ an even stronger pipeline for 2027).
- **2X:** 2025 earned revenue relative to direct operating costs at ROC USA Capital (excluding pass-through grants); ROC USA as a whole had an 85% self-sufficient ratio.

ROC USA Capital's earned income helps support the wider enterprise, including resident support, Network capacity, policy, and innovation. Increasing lending volume and lowering operating costs per loan can move ROC USA beyond its current 85% enterprise self-sufficiency while keeping financing affordable and credit sound.

How a typical ROC deal works & capital sources

A CTAP, or ROC USA's internal Acquisition team, identifies a community that is viable for resident purchase and works with ROC USA Capital on structuring the deal. The newly formed ROC buys its community for \$5 million (the land beneath the homes). Of this \$5 million, \$1 million is public subsidy to keep the purchase affordable (typically sourced by the CTAP or ROC USA). ROC USA Capital originates and services the \$4 million mortgage (10-year term, 30-year amortization), then places about \$2.5 million with external loan participants, restoring capital for future deals.

ROC USA Capital has approximately 35 balance sheet investors and 20 loan participants. ROC USA additionally has over two dozen funders and a large network of public partners that provide public subsidy grants or low-interest rate loans to ROC borrowers (state HFAs, Housing & Com Development depts, HUD). As these grants are raised and deployed, ROC USA Capital's net assets are expected to grow by at least 50% within three years, ensuring we can grow lending capacity. ROC USA is the recipient of a \$38M HUD grant under the first-ever federal program to support manufactured housing called PRICE. We have additional commitments of \$29M across five states.

Additionally, in recent years, ROC USA has successfully created two Acquisition Pools totaling \$92M, one in the state of Colorado and the other is national. The prospective participation pools are expected to be fully deployed in Q1 2027, and our goal is raise and launch \$80M in pools over the next year. The CEO, CFO, and President will work closely together on capital structuring and raising, and the President will squarely oversee and cultivate our deal-by-deal loan participations.

The team

As ROC USA Capital continues to reach a new level of sophistication, staffing and systems are growing and evolving. The current team is comprised of three individuals who predominantly focus on underwriting and originations and four individuals who predominantly focus on portfolio and asset management (loan servicing functions were recently moved to the Finance department). One of those positions is currently being filled on the asset management team, and we anticipate additional roles to be added in 2027.

Outside of the ROC USA Capital team, the CFO will generally lead capital raising and balance sheet investor reporting with collaboration from the President and CEO, and the new General Counsel will support the CDFI team on loan closings. Additionally, ROC USA Capital has consultants experienced in CDFI technology solutions to adopt a new Loan Management System through the first quarter of 2027 and then adopt a Loan Origination System. This will significantly improve

efficiency and effectiveness of the team.

Position Overview

ROC USA seeks an entrepreneurial President to lead ROC USA Capital, our certified Community Development Financial Institution (CDFI) and wholly owned subsidiary, into its next stage of growth. This executive will succeed Michael Sloss, the founding Managing Director who has built the CDFI since its 2008 launch and plans to retire in spring 2027. The President will own the full lending operation: origination, credit, asset management, capital deployment, loan participations, technology, and operating performance. They will also have the opportunity to explore new loan product offerings, contribute to capital raising and capital structuring, and help build strong partnerships (e.g. state HFAs, local governments, banks, CDFIs, philanthropy).

As a member of ROC USA's Executive Leadership Team, the President will help drive a bold plan to bring resident ownership to many more communities. The CEO is building a close team of strategic, can-do executives who back one another, have fun problem-solving, commit to learning and continuous improvement, move nimbly, and above all else, effectively set and execute Enterprise priorities together. The Executive team includes the CEO, our CFO, our new General Counsel, our long-standing Chief Program Officer, and this President. We want a full owner of the CDFI who brings commercial judgment, builds an outstanding team and external relationships, rolls up their sleeves when a deal gets hard, and pushes relentlessly and strategically for mission and margin.

Looking Ahead

Our goal is to double the number of affordable homes in ROCs within a decade to almost 50,000. Our 3-year strategic plan aims to raise annual homes preserved from 1,000 to 1,400 and increase our lending by 56% for ROC acquisitions over the next three years. Five linked lanes make that growth possible:

1. **Maturing our capital raising and structuring** by increasing our net assets, freeing up balance sheet debt by offboarding ROC refinances to mainstream lenders, aggregating capital through Acquisition Pools, and preparing the organization for a successful rating and access to bond markets or institutional capital.
2. **Unlocking public subsidy resources** to make resident purchase affordable and **passing enabling opportunity-to-purchase policies** to increase pipeline of resident purchases.
3. **Updating** aspects of our **core service delivery model** and **fully integrating technology systems** for organizational efficiencies, better early detection and intervention with ROC borrowers, and overall data quality for stronger portfolio health and data-informed decision-making.
4. **Piloting innovations**, such as new loan product offerings and a development arm that will place new manufactured homes in ROCs.
5. **Building the evidence base** that the ROC model delivers on its promises of community stability, lasting affordability, wealth-building, and economic savings for residents.

ROC USA recently received a \$10 million grant to support the capital expenditures and capacity building necessary to reach next-level scaling capabilities.

What You Will Lead

The Executive Leadership Team will be relentlessly driving these mutually reinforcing lanes of work to ultimately hit our three-year impact goals, and the President will be instrumental to achieve our lending goals.

Enterprise leadership, management, and partnerships

- **Own enterprise strategy and execution with the Executive Leadership Team.** Provide proactive leadership and contributions to the ROC USA's Executive Leadership Team, taking shared responsibility for organizational goals, financial sustainability, and mission impact. Align lending priorities, capital availability, and team capacity; anticipate risks; and lead collaboration and problem-solving across the enterprise. Assume accountability for lending priorities, production, credit quality, portfolio health, borrower experience, and the impacts on mission and margin.
- **Lead the CDFI with agility and accountability.** Manage, coach, and build the origination and asset management teams. Set clear expectations, develop talent, and bring nimble, can-do leadership that balances competing priorities and maintains momentum through growth and change. Foster responsive, respectful service and clear communication with ROC borrowers and partners.
- **Build and manage critical deal-sourcing partnerships.** Work closely with ROC USA's Certified TA Providers, our internal Acquisitions team, and other public partners that identify acquisition opportunities, assemble financing, and coach ROCs on refinances. Cultivate these relationships, understand their pipelines and needs, clarify handoffs and expectations, and work through transaction barriers together. Support a reliable flow of viable deals while recognizing that these partners are central to both sourcing and structuring.

Lending, asset management, and CDFI accountability

- **Lead lending and remain hands-on in transactions.** Direct origination, underwriting, structuring, and closing, stepping in to resolve complex issues with CTAPs, borrowers, and legal counsel. Exercise delegated credit authority and serve as the primary staff liaison to the Loan Review Committee, bringing rigorous recommendations, clear risk assessments, and timely follow-through on approval conditions.
- **Direct asset management and portfolio health.** Empower the Asset Management lead to oversee borrower support, portfolio monitoring, and problem-loan resolution. Move the team toward earlier detection of operating and financial concerns, coordinated interventions with CTAPs and ROC USA's internal advisors, and proactive communication with ROC boards and lenders. Ensure lessons from the portfolio inform underwriting, policies, and products.

- **Own CDFI policies, compliance, and external accountability.** Keep lending and credit policies current and consistently applied. Working with the Finance Dept, General Counsel, and team leads, oversee CDFI Fund certification, award compliance, and required reporting; the AERIS review and rating process; and loan participant reporting obligations (balance sheet investor reporting is managed by Finance). Ensure the underlying data and documentation are reliable, and address findings promptly.

Capital partnerships and participation

- **Contribute to capital recruitment, structuring, and lending innovation.** Partner with the CEO and CFO on capital strategy and support investor cultivation and capital raising, including developing acquisition pools, funds, and loan products that expand access to affordable financing. Raise the reputation of the organization through external relationships, thought leadership, and conference participation.
- **Lead and expand loan participations.** Cultivate new participants, strengthen existing relationships, and oversee participation commitments, terms, documentation, and reporting. Coordinate placements with the lending pipeline and support timely, reliable communication with participating lenders.

Technology and operating systems

- **Reimagine processes and drive continuous improvement.** Work with origination, asset management, Finance, Legal and partner-facing teams to make the lending and portfolio processes clear, efficient, and consistently followed. As a part of policy and compliance reviews, improve processes and procedures to drive increased efficiency and better customer experience.
- **Drive technology adoption and operational improvement.** Lead adoption and integration of the new loan management system and a future loan origination system, working with team leads, consultants, and vendors. Design sound workflows before automating them; strengthen data quality, reporting, and handoffs; and use technology to improve capacity, risk management, and service to borrowers and partners.

What You Bring

Required experience

- At least 10 years of experience in commercial real estate, multifamily, or community development lending, with senior responsibility for originations, underwriting, and credit decisions.
- A record of structuring and closing complex real estate loans involving multiple capital sources or public subsidy, while managing production goals, credit quality, and borrower affordability.
- Experience leading lending professionals and managers, setting production priorities, overseeing portfolio risk, and maintaining sound lending and credit practices.

- Experience with loan asset management, including portfolio monitoring, borrower support, early identification of credit or operating issues, and coordination of effective responses. Familiarity with loan servicing and its handoffs to Finance.
- A demonstrated ability to build and sustain external relationships that advance lending, with borrowers, CTAPs, public agencies, participating lenders, or other capital providers.
- A demonstrated ability to build and sustain lending relationships with referral sources, capital contributors and other third-party partners, such as technical assistance providers, public agencies, participating lenders, or capital providers.
- Experience improving lending operations through clearer workflows, useful performance data, and effective adoption of systems or technology.

Preferred experience

- Leadership in a CDFI loan fund, including exposure to CDFI Fund certification and award compliance, AERIS reviews, investor covenants, or institutional reporting.
- Developing loan participations, acquisition pools, new financing products, or institutional investor relationships.
- Implementing a loan management or origination system.
- Experience with manufactured home communities, cooperatives, or other resident-led or affordable housing models.

How you lead

- **Own the whole picture.** You recognize what matters most across lending volume, capital availability, credit, team capacity, borrower experience, and enterprise sustainability. You make timely decisions, raise emerging issues early, and move priorities forward without waiting for direction but anticipate needed coordination across teams.
- **Set a strong pace.** You turn strategy into clear decisions, owners, and next steps; remove obstacles quickly; and sustain momentum when transactions or organizational plans change. You pair urgency with credit discipline and thoughtful service to borrowers.
- **Build an outstanding team.** You delegate real authority, coach productively, give candid feedback, develop future leaders, and hold yourself and others accountable for results.
- **Earn trust inside and outside the organization.** You listen well, follow through, navigate competing interests, and build durable relationships with CTAPs, public partners, lenders, and investors.
- **Lead as part of one executive team.** You bring positive, solutions-oriented energy to the work (and have fun doing it!), keep difficult conversations productive and respectful, and help colleagues move quickly from problems to decisions and action. You ask for and offer help, surface enterprise risks and long-term strategic opportunities, and share ownership of decisions and enterprise performance.

- **Communicate across audiences.** You explain financing, risk, and tradeoffs clearly to resident borrowers, investors, participants, the Loan Review Committee, and the staff and Board, adapting your approach without losing candor or respect.

What Else You Should Know

This full-time, exempt position can be based remotely in the contiguous United States or in our Washington, DC office (hybrid works too). Moderate travel (up to 25%) is expected for team meetings, transactions, partners, investors, ROC borrower visits, and conferences. This position requires the use of a computer and mobile phone.

ROC USA has established a base salary for this position of \$230,000-\$270,000 with a 10% targeted annual bonus. We also offer an excellent benefits package, including a comprehensive Health Plan (medical, dental, and vision), FSA, vacation time, and a 3% retirement match.

ROC USA is an Equal Opportunity Employer. We celebrate diversity and are committed to an inclusive workplace. All qualified applicants will receive consideration without regard to race, color, religion, sex, gender identity or expression, sexual orientation, national origin, disability, age, veteran status, or any other legally protected status.

How to Apply

Interested candidates should submit a resume and cover letter explaining their interest in the position through [ROC USA's application form](#). If you are interested in learning more about the position or want to recommend a potential candidate, please reach out to: hr@rocusa.org