Hawaiian Community Assets (HCA)

Director of Communications & Marketing

Full Role Description & Accountability Framework

Reports To	Senior Director of Strategic Operations
Indirect Strategic Alignment	Chief Strategy Officer
CEO Alignment	CEO provides organizational narrative, vision, final positioning alignment, and strategic priorities
Works Closely With	CEO, Chief Strategy Officer, Senior Director of Strategic Operations, Director of Programs, Director of Real Estate, Development/Fundraising Team, Finance, contracted vendors, and external partners

Position Summary

The Director of Communications & Marketing is responsible for the planning, execution, coordination, and performance of all marketing and communications activities across Hawaiian Community Assets (HCA). This role is responsible for developing marketing strategy and systems, launching and managing campaigns, generating qualified leads, supporting revenue goals, and translating the CEO's narrative and organizational priorities into clear, culturally grounded, public-facing communications.

This is not a passive support role. The Director is expected to lead the marketing and communications function as an accountable operating system across HCA's major organizational pillars: Programs, Ua Hale A'ela, Real Estate Brokerage, Fund Development, and Awareness/Education campaigns.

The Director owns marketing strategy, planning, campaign execution, brand consistency, content delivery, and performance tracking within CEO-aligned direction. The role requires proactive planning, cross-team coordination, vendor management, data-informed decision-making, and clear accountability for measurable outcomes.

Scope of Responsibility: Core Organizational Pillars

The Director is responsible for ensuring communications and marketing work is actively planned, balanced, and executed across the following pillars. No pillar should be neglected or overprioritized without leadership alignment.

1. Programs: HUD-Certified Counseling & Financial Education

- Drive awareness, trust, and enrollment in HCA's HUD-certified housing counseling, financial education, and financial capability programs.
- Position financial education and counseling as the backbone of HCA's housing and economic self-sufficiency model.
- Communicate clear client wins, measurable outcomes, and service pathways so families understand why and how to engage.

- Ensure messaging is culturally grounded, accessible, and prioritized toward Native Hawaiian communities while remaining inclusive of low- and moderate-income households statewide.

2. Ua Hale A‘ela: Real Estate Development, Rent-to-Own, and Available Units

- Lead marketing strategy and campaign execution for Ua Hale A‘ela units and program pipeline.
- Generate qualified applicants for each available unit and ensure marketing reaches the right households, not just the largest audience.
- Coordinate with real estate and program teams so marketing launches align with unit readiness, occupancy goals, application timelines, and client qualification requirements.
- Track inquiry volume, qualification rates, lead sources, and cost efficiency for each unit or campaign.

3. Real Estate Brokerage: Mission-Driven Real Estate Services

- Build market awareness and trust for HCA’s real estate brokerage as a mission-driven option for buyers, sellers, nonprofit partners, and property management clients.
- Position the brokerage as a way for local residents, mission-aligned sellers, nonprofits, and out-of-state investors to support affordable housing and help Hawai‘i’s people connect to homes.
- Generate inquiries for buyers, sellers, property management clients, nonprofit partners, and mission-aligned real estate opportunities.
- Support Year 1 brokerage awareness while building the foundation for future transaction and revenue growth.

4. Fund Development: Campaigns, Donor Engagement, and Mission-Aligned Partnerships

- Lead the marketing strategy that supports fundraising, donor engagement, campaign visibility, and partner communication.
- Work with the development/fundraising team to create marketing strategies that align with fund development priorities and help deliver campaign goals.
- Contribute measurable revenue or pipeline influence through campaign messaging, donor-facing materials, digital outreach, annual report use, storytelling, and audience engagement.
- Support the $25M campaign and other funding efforts through clear, compelling, and consistent marketing that moves audiences toward action.

5. Awareness, Education & Public Engagement: Cross-Cutting Mission Campaigns

- Launch quarterly awareness and education campaigns aligned with HCA’s mission and community needs.
- Use program data, client outcomes, and accessible storytelling to position HCA as a trusted source of education and public awareness.

Role Authority and Alignment

- The CEO sets the high-level organizational narrative, vision, and strategic priorities. The Chief Strategy Officer provides executive strategic leadership and oversight for communications and marketing as part of broader

organizational strategy, positioning, revenue, and growth priorities. The Senior Director of Strategic Operations, under the direction of the Chief Strategy Officer, provides operational oversight, coordination, and accountability support for communications and marketing systems, workflows, execution, and cross-department alignment.

- The Director is responsible for developing, translating, operationalizing, and delivering marketing and communications strategies aligned to CEO direction, Chief Strategy Officer priorities, and organizational goals.
- The Director may shape external positioning, messaging frameworks, and campaign strategies, but those efforts must remain aligned with CEO direction, executive leadership priorities, and organizational objectives.
- The Director is responsible for building and managing marketing systems, campaign infrastructure, and communications workflows; the CEO, Chief Strategy Officer, and Senior Director of Strategic Operations should not have to build the operating system for the role.
- The Director is accountable for execution and outcomes, not only ideas, recommendations, or completed tasks.

Core Responsibilities Overview

- **Marketing Strategy Development and Annual Planning**
- **Campaign Planning, Management, and Delivery**
- **Marketing Systems and Operational Infrastructure**
- **Messaging, Narrative, and Cultural Integrity**
- **External Positioning and Brand Governance**
- **Fund Development Marketing Strategy and Revenue Contribution**
- **Lead Generation, Audience Targeting, and Cost Efficiency**
- **Ua Hale A‘ela Marketing Execution**
- **Real Estate Brokerage Marketing and Market Development**
- **Programs Marketing: HUD Counseling and Financial Education**
- **Awareness, Education, and Data Storytelling Campaigns**
- **Content Production and Communications Execution**
- **Annual Report Development and Delivery**
- **Media Relations, Public Relations, and Leadership Support**
- **Asset Utilization and Content Lifecycle Management**
- **Team Coordination, Cross-Department Accountability, and Vendor Management**
- **Performance Tracking, Dashboard Management, and Reporting**
- **Responsiveness, Execution Discipline, and Professional Accountability**

Role Boundaries and Clarifications

- This role owns marketing strategy development, systems, and execution within CEO direction, Chief Strategy Officer leadership, and Senior Director of Strategic Operations oversight. It does not independently set the CEO's narrative, organizational strategy, enterprise growth strategy, or final executive positioning without alignment.
- This role contributes to fundraising revenue, campaign visibility, and pipeline influence through marketing, but does not independently own the full fundraising function, organizational revenue strategy, grant writing pipeline, donor portfolio, or fund development strategy unless separately assigned.
- This role is accountable for marketing systems, campaign calendars, content delivery, lead generation, performance tracking, vendor management, and cross-team coordination required to deliver marketing outcomes. The role is responsible for building and managing the communications and marketing operating system, while aligning execution with broader strategic and operational direction established by leadership.
- The role operates in partnership with the Senior Director of Strategic Operations on operational coordination, accountability, prioritization, and cross-department alignment, and under the broader strategic leadership of the Chief Strategy Officer as communications and marketing intersect with organizational strategy, positioning, partnerships, growth, and revenue priorities.
- This role is expected to operate with strategic thinking and initiative, while remaining grounded in execution, measurable outcomes, organizational accountability, and leadership alignment.

Growth Path: Difference Between Director and Chief Marketing Officer Level

Area	Director of Communications & Marketing	CMO / VP Marketing & Growth
Primary Focus	Execution, systems, campaign delivery, lead generation, and contribution to revenue.	Enterprise-wide growth, revenue ownership, market expansion, and full-funnel performance.
Revenue	Contributes to 10-15% of campaign revenue or fundraising pipeline influence through marketing.	Proves marketing drives at least 25% of annual organizational revenue.
Strategy	Develops marketing strategy aligned to CEO and executive direction.	Sets organization-wide marketing growth strategy in direct partnership with CEO.
Accountability	Accountable for marketing execution, calendars, dashboards, and pillar support.	Accountable for cross-organizational marketing outcomes and revenue impact.
Team Leadership	Manages vendors and coordinates contributors.	Leads marketing department structure and holds cross-functional leaders accountable to funnel performance.