STRENGTHENING THE CANOE

STRATEGIC PLAN 2026 – 2030



PACIFIC ISLANDER COMMUNITY ASSOCIATION OF WASHINGTON

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As an organization committed to resisting unjust realities, we recognize and acknowledge the Indigenous Peoples of the lands we reside on, and pay our respects to the original stewards. We are grateful to have the opportunity to work on this land and offer our solidarity in supporting the sovereignty of the First Nations in what is now present-day Washington.

We acknowledge that our work happens throughout the unceded territory of Washington which is home to 34 tribal nations. This includes the Spokane, Chinook, Cowlitz, Muckleshoot, Snoqualmie, Duwamish, Chelan, Nisqually, Squaxin, Chehalis, Sauk-Suiattle, Stillaguamish, Tulalip, Puyallup, and the Steilacoom Tribes—the original caretakers of the lands in which we work upon.

It is essential to acknowledge and value the Indigenous Peoples who reside in the land before us and make their excellence and history known. We thank the First Nations of these lands for their stewardship, and strive to offer our continuing support and unity in their endeavors.

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OUR HISTORY

The Pacific Islander Community Association (PICA, PICA-WA) is a statewide, community-based nonprofit organization by Pasifika, for Pasifika. Our work centers around providing direct community support, paired with systems advocacy that is guided by Pasifika values.

Mission

Establish a cultural home, center communtiy power, and advance the wellness of Native Hawaiian/Pacific Islander communities across Washington State.

Vision

Native Hawaiian/Pacific Islander communities who are thriving physically, socially, culturally, and spiritually.

2018-2019

- **Fall 2018** – First "community council" convenes to lay groundwork for new organization to serve Pacific Islander communities in Washington.
- **January 2019** – Community council comes together to address police accountability in Seattle, after SPD killing of community member.
- **March 2019** – First PICA "retreat" where the community council formally appoints organization officers, establishing PICA's mission, vision, values, and organizational structure.
- **July 2019** – UTOPIA Washington supports PICA with fiscal sponsorship — collective efforts culminate in PICA receiving 501c3 nonprofit status.

2020-2021

- **April 2020** – PICA and NH/PI-led organizations across the U.S. form the National NH/PI COVID-19 Taskforce.
- **May 2020** – PICA forms NH/PI COVID-19 Response Taskforces in Western and Eastern Washington.
- **May 2020** – Regular food distributions begin in King and Pierce Counties.
- **July 2020** – Community drive-thru and walk-in COVID testing sites begin in King County.
- **July 2020** – NH/PI COVID-19 Response Taskforce begins for Southwest Washington.
- **September 2020** – Washington NH/PI COVID-19 Community Report launches.
- **October 2020** – First PICA office opens in Federal Way and becomes "headquarters."
- **January 2021** – Eastern Washington COVID-19 Response Taskforce hosts first community COVID-19 vaccine clinic in the nation at Spokane at Rogers High School.
- **February 2021** – Statewide community vaccine clinics begin.
- **March 2021** – Multilanguage "Woven with Elders: Vaccine Toolkit" launches.
- **July-September 2021** – Oceania Leadership Institute (OLI) and INS[PI]RED Arts Residency Program launch.
- **December 2021** – Over 10,000 community members vaccinated through community vaccine clinic efforts by end of year.





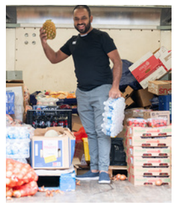
























2022-2023

- **January 2022 –** Pasifika Wayfinders Youth Council program expands to Vancouver.
- **February 2022** – Pasifika Village Council of Washington convenes for first time; statewide policy and advocacy program launches.
- **February 2022** – Pasifika Library Nook at Federal Way office opens.
- **March 2022** – Po Siva Fundraiser for Tongan Earthquake Relief is held, in partnership with UTOPIA WA and Seattle Tongan Relief Committee.
- **April 2022** – Pasifika Wayfinders Cultural Roots program expands to Vancouver.
- **June 2022** – PICA accepts co-chair position of the National Association of Pasifika Organizations' (NAOPO) National Policy Council with Arkansas Coalition of Marshallese.
- **August 2022** – ARPA advocacy with EHF Equitable Economies' Community Advisory Committee takes place in City of Spokane leading to changes in ARPA distribution which is more responsive to impacted community needs.
- **August 2022** – Washington NH/PI Community Data Report project research begins.
- **October 2022** – PICA joins COFA Medicaid Restoration Advisory Council.
- **July 2023** – PICA receives Health Equity Award from Asian & Pacific Islander American Health Forum in Washington D.C.
- **September 2023** – Sili Savusa joins PICA as Executive Director.
- **December 2023** – Internal pay equity scale is implemented to invest in equitable, livable wages for staff.

2024-2025

- **January 2024 –** Office opening and community listening session in Vancouver.
- **May 2024** – FONO Policy Listening Tour gathering in Kent with EPIC and UTOPIA Washington.
- **August 2024** – Washington NH/PI Community Data Report 2024 releases — the first disaggregated data report of its kind in the state.
- **August 2024** – Federal Way Food Pantry opens.
- **September 2024** – Pasifika Community Summit is held in Federal Way and Spokane Pasifika Youth Advisory Council is convenes for first meeting.
- **October 2024** – PICA attends the NAOPO Public Health Gathering in Anchorage, AK, and presents the community data report.
- **November 2024** – PICA opens office in Spokane.
- **June 2025** – PICA releases first Community Impact Report for 2024.
- **September 2025** – First Pasifika Village Council of Washington in-person retreat is held in Tacoma, gathering over 30 statewide NH/PI policy leaders.

OUR VALUES

VA TAPUIA

SACRED RELATIONS

Samoan

MANA

POWER

Polynesian

KŪPA'Ā

STEADFAST

Native Hawaiian

VUNLAGI

HORIZON GAZING

Fijian

ALILISEOCH

HOSPITALITY

Chuukese

INAFA'MAOLEK

TO MAKE GOOD FOR ONE ANOTHER

Chamorro

KOTAHITANGA

INCLUSIVE COLLECTIVE

Maori

ANEMKWOJ

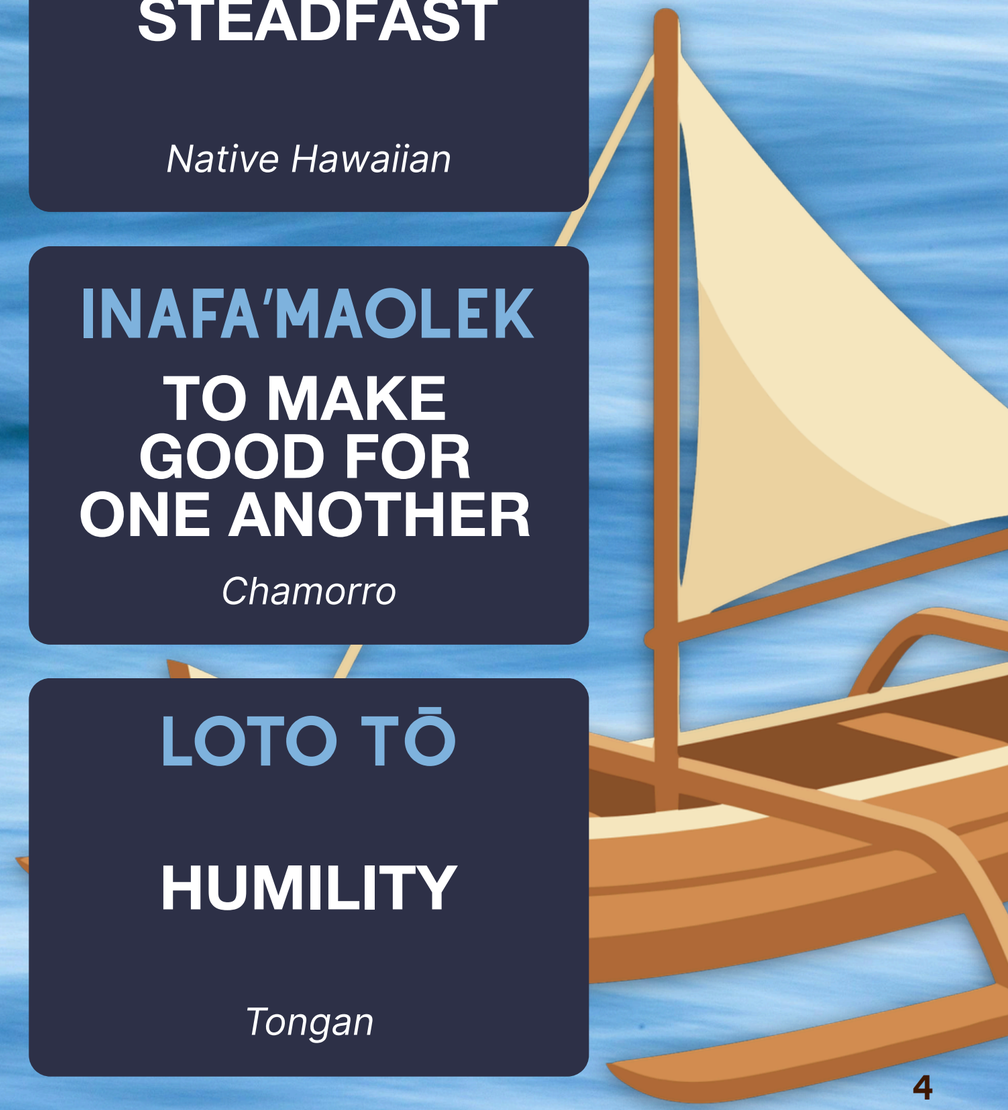
LIBERATION

Marshallese

LOTO TŌ

HUMILITY

Tongan



OUR FRAMEWORK

At PICA we believe that our work is two-pronged so in addition to our direct services, we also engage in systems advocacy work, recognizing that we cannot do one without the other and both allow us to connect and be accountable to the communities we serve.

Our Pasifika Communities

Micronesia, Polynesia, Melanesia

Community members, clients, partners, etc.

PICA Mission, Vision, and Values

Through offering intergenerational programs that address cultural and social determinants of health while advocating for the everyday experiences of our communities at the systems level, we are able to work closer to a thriving NH/PI community.

Direct Services

Social Determinants of Health

- Healthcare Access and Quality
- Neighborhood and Built Environment
- Economic Stability
- Education Access and Quality
- Social and Community Context

+ CULTURE

Cultural Weavers **Pasifika Food Networks**

Wellness Navigation **Youth Navigation**

+

Systems Advocacy

Local — Spokane, Clark, Cowlitz, King, Snohomish, Thurston, Pierce Counties

State — Washington State

Federal — U.S. and NH/PI Diaspora

Pasifika Village Council

Wellness Policy Priorities

NH/PI Political Autonomy	Housing Justice	Health Justice	Police Accountability	Pasifika Liberation	QTPI Inclusion
Food Sovereignty	Immigration Justice	Justice System Transformation	Data Sovereignty	Holistic Education	Language Justice

PICA-WA's twelve wellness policy priorities were created with community input and are based off the most critical needs being addressed through our direct service and systems advocacy work.

PICA Staff and Board

These wellness policy priorities guide our systems advocacy work and serve as a values system for how we believe systems and institutions should be working with and serving our NH/PI communities.

OUR STAFF AND BOARD



We are women-led and intergenerational, and one hundred percent of our staff and board identify as NH/PI and Indigenous. Our staff and board are diverse in age, ability, gender identity including our Samoan cultural third gender (fa'afafine) as well as sexuality, lived experience, and citizenship status ranging from U.S. citizen to undocumented and COFA resident to U.S. National and refugee.

Like our community, our staff and board also range in identifying as caregivers, formerly experiencing poverty and/or homelessness, displacement due to nuclear testing, immigrants, and survivors.

Our Board Members (2024-2026)

- Taffy Johnson – Board Chair (’19-’26)
- Charles Liyab – Board Secretary/Treasurer (’24-’26)
- Chasmon Tarimel – Board Member (24'-’26)
- Henrylyn Kau’i Auwae – Board Member (’25-’26)
- Netatua Tapealava – Board Member (’25-’26)
- PK Thompson – Board Member (’24-’25)
- Robin Narruhn – Board Member (’24-’25)
- Juanita Yasu – Board Member (’24-’25)
- Brenda Kelek – Board Member (’24-’25)

STRATEGIC PLAN

Executive Summary

In PICA's first five years, we have moved to build meaningful relationships, address some of our community's toughest health issues, nourish and sustain our cultural practices, and drive positive change as we strive alongside our community to be antiracist and accountable. Our five-year strategic plan continues this work. Our strategies to combat institutional and structural racism while strengthening our commitment to our Pasifika values will continue to drive the change and positive outcomes our communities need.

Our programming and services are rooted in our history, woven into our cultural fabric, and guided by Pasifika values that honor the sacredness of relationships, place, and intergenerational connections. Centering community leadership remains at the heart of our work, and we are committed to ensuring NH/PI youth are not only represented but are leading and shaping the spaces where programs, policies, and decisions are made.

Advancing Pasifika wellness requires us to strengthen our collective voice, build lasting civic power, and create the future our ancestors envisioned and our descendants deserve. We understand that wellness is inseparable from justice. It is realized when our values of love, reciprocity, and collective care are reflected in the systems and the institutions tasked with serving us. By serving and organizing our communities, and advancing equity through systems and policy advocacy, we are working toward a future where our people live with dignity, exercise self-determination, and experience true belonging.

We remain in solidarity with Indigenous movements of sovereignty across the world and here in Washington state with people of the First Nations as we fight against cultural erasure. We also will continue to work in solidarity with all BIPOC, queer, and disabled intersecting peoples as our country continues to reckon with a history of racial injustice while residing on stolen lands. Liberation will not be achieved in isolation, and our communities will always be stronger when we work together.

Kuloh | Malo 'aupito | Wa wa wa | Si Yu'os Ma'åse' | Fa'afetai | Kinisou | Vinaka vakalevu | Kommol tata | Mahalo | Kalanghan | Sulang | Kammagar – Thank You



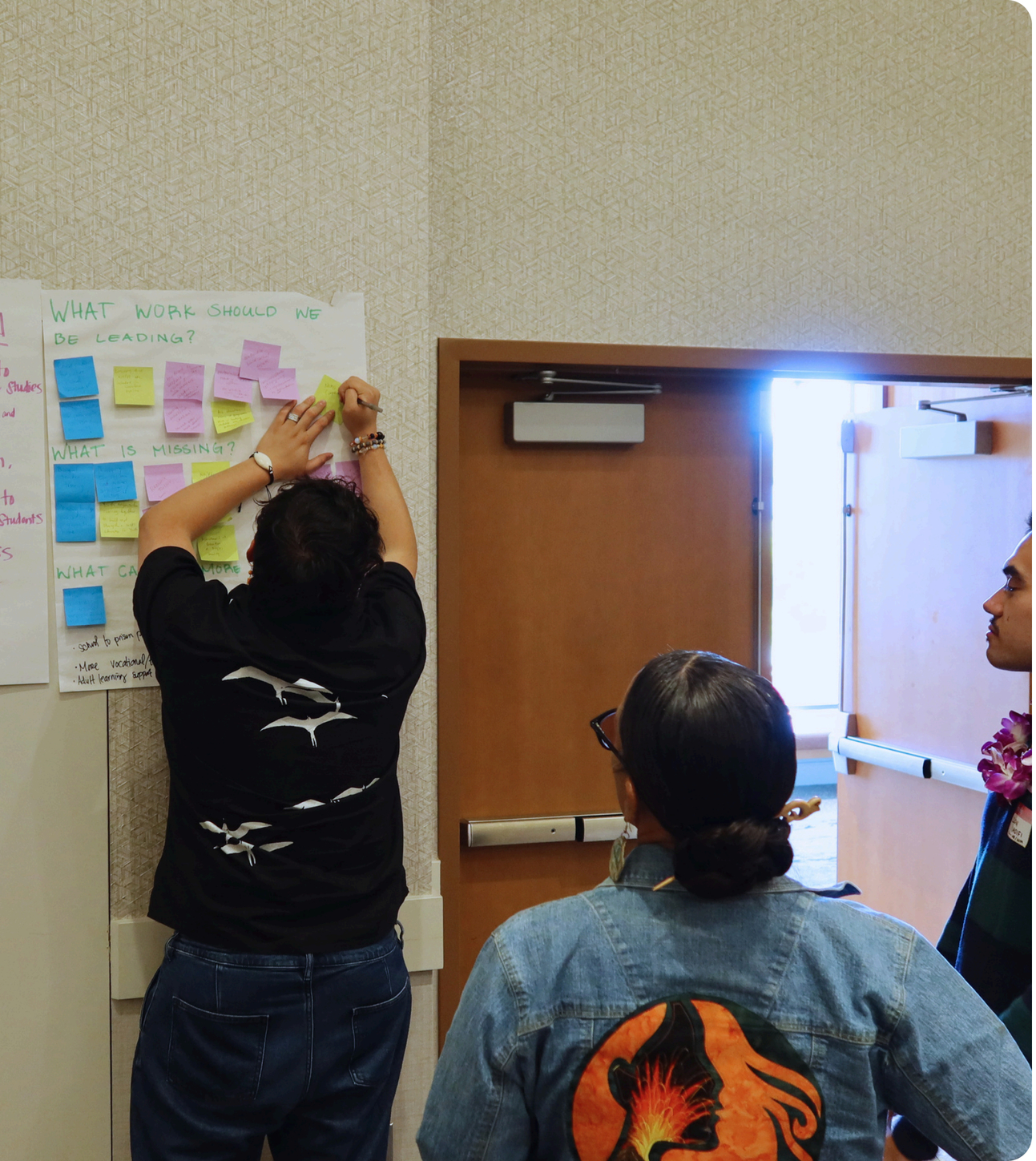
STRENGTHS, OPPORTUNITIES, AND CHALLENGES

Building Visibility, Power, and Sustainable Community Leadership

Community Healing through Pasifika Cultures, Languages, and Intergenerational Connections

Strengthening Collective Power Through Sacred Space and Relations

Building Cultural Homes for the Generations to Come



Strengths, Opportunities, and Challenges

Building Visibility, Power, and Sustainable Community Leadership

Washington state has the third largest population of Pasifika people in the country, yet our communities have experienced decades of financial and political disinvestment. We recognize the important role that data has played historically and still today in deciding where resources flow and how our communities are engaged in decision and policymaking. Furthermore, it has determined how many of our traditionally overburdened NH/PI communities have been defined, (in)visibilized, and (under)served by systems and institutions for decades.

This history of disinvestment has also limited opportunities to build and sustain NH/PI-led organizations. To counter this, PICA has intentionally been building and investing in the tools, relationships, and leadership needed to strengthen our community's collective power. One asset PICA has developed to combat this struggle is the publication of our Washington State NH/PI Community Data Report 2024, which was a collaborative effort to build collective analysis and better partnership between our Pasifika communities, state and federal policymakers, institutions and other stakeholders. This report reflects community-defined priorities and provides a foundation for policy recommendations rooted in the lived experiences, wisdom, and strengths of NH/PI communities.

We believe our greatest asset and strength continues to be our community. One hundred percent of PICA's Staff and Board identify as NH/PI. Their lived experiences, cultural knowledge, and deep relationships guide every aspect of our work. Because we are rooted in the communities we serve, we can build trust, strengthen accountability, respond to emerging needs, and advocate for policies and investments to improve our communities' collective wellness. Our Pasifika culture and healing traditions are laced throughout everything we do and in this, the clear intention to create restoration of our indigenous knowledge and ways of being within the systems we live in now. These systems were not built for us. It is both our job to identify and remove systemic barriers which plague us, but also to dream of new possibilities and solutions which have not been tried before.

Looking ahead, we remain committed to strengthening the leadership, capacity, and long-term sustainability of our organization and our Pasifika communities. By investing in our people, strengthening our statewide infrastructure, and deepening partnerships, we are building an organization that will continue to serve NH/PI families, cultivate future generations of leaders, and advance self-determination for decades to come.



Strengths, Opportunities, and Challenges

Community Healing through Pasifika Cultures, Languages, and Intergenerational Connections

Pasifika communities in Washington continue to navigate the lasting impacts of structural racism, colonization, displacement, and climate injustice. These systemic inequities affect access to housing, economic opportunity, education, food security, and culturally responsive services. Despite these challenges, our communities have remained resilient as we work to preserve our languages, cultural traditions, and stewardship of lands and waters while advocating for justice.

PICA continues to center culture as a pathway to healing and self-determination with one of our greatest strengths being Pasifika languages. We believe that our Indigenous languages are a technology which need to be nurtured and perpetuated for generations to come. Language justice is foundational to our work, and we provide interpretation and translation in 15 Pasifika languages through trusted native speakers who share the lived experiences of the communities we serve. By ensuring families can access services in their own languages, we strengthen trust, belonging, and cultural preservation.

PICA aims to integrate upstream solutions in all our services and programs which address cultural and social determinants of health while advocating for the lived experiences of our communities at the systems level. We do not just apply band aids to wounds, but we make sure that our elders experience the joy of games, and that our youth, early in their lives, are learning healing protocol and traditions, which are core to Pasifika culture in mediating and mitigating harm.

We believe in the value of intergenerational learning in our work, which is why it is critical our elders and youth can engage in meaningful ways which will further the resiliency and survival of our indigenous practices and our community for generations to come. By integrating cultural knowledge with advocacy and systems change, we are building healthier communities where our people, languages, and traditions continue to thrive for generations to come.



Strengths, Opportunities, and Challenges

Strengthening Collective Power Through Sacred Space and Relations

NH/PI communities in Washington reflect the rich diversity of our people. While our cultures, languages, and migration stories are distinct, many of our families share experiences of leaving our island homes in search of opportunity, safety, or stability due to economic hardship, colonization, climate change, political conflict, and displacement.

Migration often brings a profound disconnection from our ancestral lands, languages, and cultural practices. Combined with systemic racism and limited opportunities for connection across communities, these experiences can create barriers to building relationships, accessing resources, and organizing around shared priorities.

We are committed to establishing deep and accountable communities through building strong global and local networks and coalitions between our Melanesian, Micronesian and Polynesian communities so we can unite our political voice. Guided by the Pasifika value of Va Tapuia (Sacred Relations), we intentionally cultivate space and relationships grounded in trust, reciprocity, and collective responsibility, and we celebrate the strength of our interconnectedness as Oceanic peoples.

By investing in community leadership that equitably represents Micronesian, Melanesian, and Polynesian peoples, we strengthen our accountability, deepen community trust, and create more inclusive pathways for participation and decision-making. Through these relationships, PICA is building more than a network – we are strengthening a statewide Pasifika movement rooted in cultural identity, shared leadership, and collective power. Together, we are creating the conditions for our communities to thrive.



Strengths, Opportunities, and Challenges

Building Cultural Homes for the Generations to Come

To combat disinvestment, erasure, structural racism, and isolation amongst NH/PI communities, PICA is working towards building resources to have Pasifika community-owned cultural spaces. Our dream is for these spaces to become cultural homes and connecting places for our communities across Washington state. These spaces will also support PICA and other NH/PI-led organizations to continue expanding their culturally affirming services for our youth, families, and elders.

Our communities will thrive when they have cultural homes where they can enjoy, teach, and celebrate our Pasifika culture daily, helping us to grow stronger as a community and disrupt isolation from one another. Interconnection and service to each other is the foundation of our community and a cultural strength. In the Pacific, water is our lifeline and connection to each other — we envision these community owned spaces as the “water” that brings us out of isolation and carries us to each other.

Our vision of cultural homes centers our next generation of leaders as it will create intentional spaces for our youth to develop their leadership grounded in our cultural values. Our young people will embrace their potential because they are seen, valued, and supported by their Pasifika communities. We are investing in a future where young people know they belong, recognize their own power, and lead with confidence, purpose, and accountability to their communities.

"E fofo le alamea le alamea" has been the Pasifika proverb to define and move our work forward since PICA’s inception in 2019. It translates directly to, “The remedy for the toxic sting of the Crown of Thorns starfish is the Crown of Thorns starfish itself,” which we apply to our work in recognizing that our communities intuitively have what we need to heal ourselves. This teaching reminds us that our communities already possess the wisdom, strength, and cultural knowledge needed to heal and transform our own futures. Community-owned cultural spaces are an expression of that belief. They are places where healing, leadership, and collective action come together, and where Pasifika communities continue to define our future on our own terms.

FIVE-YEAR GOALS AND STRATEGIES

- Culturally Specific Programs and Systems Advocacy
- A Sustainable and Accountable Infrastructure



Five-Year Goals and Strategies

Culturally Specific Programs and Systems Advocacy

PICA's five-year strategy for culturally specific programs and services is grounded in believing Pasifika communities already hold the knowledge, relationships, cultural practices, leadership, and collective power needed to thrive. As an organization, our role is to nurture and strengthen our communities' assets, create conditions where they can flourish, and ensure that systems and institutions recognize, respect, and invest in the strengths of NH/PI communities.

Our Pasifika culture is a source of wellness, resilience, belonging, and power for our peoples. PICA's programs aim to interweave Pasifika traditional practices, values, and wisdom throughout our programs, services, and systems advocacy. We create spaces where people can strengthen cultural identity and connection, share knowledge across generations, and draw on ancestral wisdom as a foundation for wellness and leadership. And we envision a strong and growing pipeline of Pasifika leaders, educators, professionals, tradespeople, entrepreneurs, advocates, and community builders who can shape the institutions and systems that serve our communities.

Across Washington State, Pasifika families and communities are building vibrant lives rooted in culture, family, land, food, language, and intergenerational relationships. At the same time, we recognize that our communities are navigating systems and institutions shaped by histories of colonization, displacement, and inequity. PICA approaches this work with cultural abundance and collective power to create programs and spaces where communities can process these experiences together, which have had adverse effects on our peoples' health. We continue our goal to strengthen our collective healing and transform the systems that shape our everyday lives.

CULTURALLY SPECIFIC PROGRAMS & SYSTEMS ADVOCACY

GOAL 1:
Strengthen quality of life & improve health outcomes for NH/PI elders.

- Increase and diversify participation of NH/PI elders in PICA programs.
- Provide activities that strengthen social, emotional, and physical wellbeing of NH/PI elders.

GOAL 2:
Support NH/PI community members who migrate to Washington State.

- Ensure that language access needs are met for NH/PI families seeking services for basic needs.
- Provide civic training for NH/PI communities to understand, engage, and advocate for their rights in Washington State.
- Support immigration policies that create pathways to residency and naturalization.

GOAL 3:
Increase access to housing for NH/PI families in Washington.

- Educate NH/PI community members on anti-displacement and tenant rights.
- Increase access to homeowner education and resources.
- Increase access to employment opportunities and professional training that will provide economic stability to NH/PI families.
- Support statewide and local family-centered policies that advocate for tenant protections, affordable housing, and home ownership.

GOAL 4:
Increase access to culturally relevant health resources for NH/PI families.

- Provide access to culturally relevant and healthy foods for community members.
- Provide support for physical wellness access to healthcare and systems navigation support.
- Create pathways for culturally relevant mental wellness support and healthcare for NH/PI families.
- Promote health education that addresses chronic disease, mental health, and other social determinants of health.
- Advocate for culturally relevant disaggregated data collection and reporting for NH/PI communities.

GOAL 5:
Support NH/PI families and their children to succeed in the education system.

- Advocate for school district policies that bring equitable outcomes and culturally relevant access to resources and supports for NH/PI students.
- Mobilize and support NH/PI parents to ensure their voices are heard and part of decision-making for their students.
- Increase youth access to post-high school learning and education opportunities.
- Provide community space where NH/PI youth can gather, express themselves freely, and access mentoring and tutoring to support their personal and academic growth.
- Champion policies which aim to preserve traditional languages, support culture, and address stigma around mental health for Pasifika young people in schools and at home.

GOAL 6:
Increase NH/PI youth leadership in community and schools.

- Provide trainings, skills, and support for youth to advocate on issues important to them.
- Mobilize youth to affirm their NH/PI culture through programs and organizing efforts.
- Support Pasifika young people to be co-architects to the policies and systems that impact our lives and shape our futures.

GOAL 7:
Build stronger culture and connection amongst our NH/PI communities.

- Provide opportunities for the diversity of NH/PI communities to teach, learn, and celebrate their cultures with one another.
- Foster an inclusive environment that uplifts the diversity of QTPI Pasifika voices and identities.



Five-Year Goals and Strategies

A Responsive, Sustainable, and Accountable Infrastructure

Finance, Fundraising, Communications, and Human Resources

PICA is a statewide organization with three sites in Federal Way, Spokane, and Vancouver and 21 staff members. Five years into our journey of direct service, community engagement, and systems advocacy, we are continuing to build the organizational foundation needed to sustain and deepen this work.

As PICA grows, we are committed to building an organization that is responsive, sustainable, and accountable to the communities we serve. This means investing in the people, systems, resources, partnerships, and infrastructure that allow our staff and programs to do their best work while maintaining the quality and cultural integrity of our services.

Over the next five years, we will thoughtfully strengthen our organizational capacity while remaining grounded in our values and community relationships. We will focus on listening to community needs, developing sustainable financial resources, strengthening fundraising and communications, investing in our people and workplace culture, and building operational systems that support learning, collaboration, and accountability.

Through strong internal operations, PICA will build the organizational infrastructure to support our people and remain accountable to Pasifika communities across Washington. We will strengthen the systems, partnerships, and shared accountability that enable PICA to sustain our impact, deepen our reach, and create the conditions for lasting community power and wellness.

A SUSTAINABLE & ACCOUNTABLE INFRASTRUCTURE

GOAL 1:
Increase and diversify funding streams to support programs and staff statewide.

- Develop a five-year fundraising plan that meets PICA's statewide growth and community goals.
- Strengthen and increase donor program by 25%.
- Align communication and development strategies to meet fundraising goals.

GOAL 2:
Build capacity and strengthen systems to enhance finance and fundraising goals.

- Provide relevant training opportunities for finance and development staff that will strengthen their skills.
- Apply tools that will increase funder prospecting, grant management, and donor tracking.
- Create and implement a strategy to create a 10% reserve of PICA's annual budget by 2030.

GOAL 3:
Establish and sustain funding to support physical space for all PICA sites, ensuring access to culturally affirming environments for program engagement, belonging, and access to services.

- Identify needs for community programs and secure long-term leases or permanent space for PICA programs.
- Acquire ownership of at least one regional site that will serve as a cultural home for NH/PI communities.

GOAL 4:
Increase engagement with NH/PI communities through PICA's communication platforms.

- Strengthen statewide social media presence through consistent publishing of informational and community-centered content around PICA programs, services, and advocacy work.
- Utilize mass and segmented communications content to expand reach across PICA's diverse audiences.
- Increase statewide community engagemebt through cohesive, educational, and culturaly relevant communication materials.

GOAL 5:
Build capacity and strengthen internal systems to enhance communications work.

- Increase staffing capacity for communications team.
- Advance PICA's visibility and effective internal and external communications through the creation and strategic management of a branding toolkit.
- Develop and implement a communications plan with procedures that integrate programs, services, and fundraising priorities to ensure staff understanding around their role in communications and storytelling.

GOAL 6:
Build systems, policies, and practices for staff retention and wellness.

- Continue to provide compensation and benefits that support working families and are reflective of our community's values of humanity, dignity, and care.
- Provide ongoing trainings for staff to utilize internal policies, benefits, and resources effectively.
- Develop policies and programs that support the mental health, self-care, and wellbeing of staff to honor the emotional labor of supporting NH/PI communities navigate complex and unjust systems.
- Build a sustainable organizational culture of wellbeing rooted in Pasifika values.
- Practice strength-based approaches for leadership development of all staff.

GOAL 7:
Build capacity and strengthen internal administrative systems to support our statwide organization.

- Strengthen administration, governance, and operational systems to ensure alignment across all PICA offices statewide.
- Invest in capacity for human resources, administration, and managerial systems to support organizational growth.

Methodology

Inclusivity and transparency are important to the success of our work, and those values guided PICA's first strategic planning process. From April 2024 through Oct. 2025, PICA staff across Washington engaged in an 18-month process, with support from community consultant Claudia Alexandra Paras, to create a shared vision and establish our collective five-year goals.

The process was grounded in our Washington State NH/PI Community Data Report and its 12 Wellness Policy Priorities. It included an in-person staff retreat focused on long-term visioning, community listening sessions, and PICA's first Pasifika Community Summit in Federal Way. At the Summit, staff, board, and community members participated in in-language discussion groups with Marshallese, Chuukese, Chamorro, Fijian, Kosraean, Native Hawaiian, Tongan, Samoan, and West Papuan community members. Feedback from these conversations, as well as listening sessions in Vancouver and communities across the state, helped shape and strengthen our strategic priorities.

Our consultant co-designed a process that supported different learning styles and encouraged collaborative and reflective dialogue through visual tools, popular education, and group activities. PICA staff also participated in Undoing Institutional Racism (TRM) trainings with the Peoples Institute for Survival and Beyond. This learning and analysis strengthened our collective understanding of systemic racism and informed how we approached our long-term priorities.

Throughout the process, we created intentional time and space for staff to reflect, learn, and move together. The result is a five-year plan grounded in community voice, shared leadership, cultural values, and a collective vision for thriving Pasifika communities across Washington.

Timeline of Key Strategic Planning Activities

- **April 2024** - PICA begins its strategic planning process
- **June 2024** - PICA staff facilitate an all-day retreat to discuss long term vision and goals
- **July - October 2024** - Community Feedback Sessions
  - **Sept 2024**: Vancouver office opening/Community Gathering
  - **Oct 2024**: Pasifika Summit (Federal Way)
- **August 2024** – Published WA State NH/PI Community Data Report, 2019-2024
- **November 2024** - First report back to staff and board on Community Feedback for programs, services, and internal systems
- **February 2025** - Communication, Fundraising, Finance and Human Resources 5-Year Goals and Strategy Workshop #1
- **April 2025** - Communications, Fundraising, Finance & Human Resources Workshop #2
- **July 2025** - Programs and Services Five-Year Goals and Strategies Workshop #1
- **September 2025** - Programs and Services Five-Year Goals and Strategies Workshop #1
- **October 2025** - Final PICA Five-Year Goals and Strategies Presentation and Review with Staff



