

REQUEST FOR PROPOSALS (RFP)

Strategic Plan Consultant

PROJECT OVERVIEW

Pacific Islanders in Communications (PIC) seeks a values-aligned consultant to facilitate, co-design, and co-write our third organizational strategic plan that will chart our path over the next five years (2025 – 2029). The selected consultant will work closely with PIC Staff and a Board of Directors ad hoc committee to help guide a process of data collection and analysis that will inform the final strategic plan.

ORGANIZATIONAL BACKGROUND AND OVERVIEW

Mission

Pacific Islanders in Communications’ mission is to support, advance, and develop Pacific Island media content and talent that enhances public recognition of and appreciation for Pacific Islander history, culture, and society.

History

In 1991 PIC was established in Honolulu, Hawai‘i as a national non-profit media arts organization committed to amplifying Pacific Islander voices. In its 30+ years, we have provided more than \$10.6 million to independent filmmakers resulting in more than 200 hours of media content distributed to the national public media system. PIC is the only organization in America that does this by developing, producing, and funding films and film series, providing talent development opportunities to emerging filmmakers, and screening films at community events and festivals across the nation and abroad. Our programmatic activities are centered around the belief that it’s crucial for media to truly reflect the world around us and the people in it to enrich the civic and cultural vitality of America.

In 2011, we created our signature broadcast series Pacific Heartbeat that premieres annually in May on PBS stations across the country. Because Pacific Islander stories aren’t just relevant in the month of May, we created our online companion short film series in 2018, Pacific Pulse, which runs from March through August. Both series are accompanied by activities that extend conversations around the films’ subject matter and themes, such as discussion guides and community screenings.

PIC is a member of the National Multicultural Alliance (NMCA) formerly known as the National Minority Consortia (NMC), which collectively addresses the need for programming that reflects America’s diverse cultural landscape. Other NMCA members serve the Asian American, Latino, Black, and Native American populations. Over the past years, NMCA members have provided hundreds of hours of culturally diverse programs to PBS. Primary funding for PIC and the NMCA is provided through an annual grant from the Corporation for Public Broadcasting (CPB).

We define “Pacific Islander” as one whose ancestors were the indigenous people of Polynesia, Micronesia, Melanesia, and Australia.

Core Values

As peoples of the Pacific, a vast ocean often referred to as the blue continent, anchors, and connects us. It is the source of our abundance, the lifeblood of our breath, and the pathway of our ancestors. Traditionally, it was the sacred technology of the voyaging canoe and the wisdom to navigate it, which allowed us to bridge pathways to new lands and to one another.

Today, it is our stories through the vessel of media, that allow us to endeavor into the great unknown. Stories that bridge connections, deepen an intimate understanding of others, and in turn, ourselves. Like a voyage on the canoe, it is the values ingrained in those that share the work that give us the power to fish up islands from the sea.

We hold strong to these core values, as they give structure to our vessel and guide our journey, like the stars above *INTEGRITY* is the foundational structure in which we put our trust. Integrity holds us together in truth and accountability, just as the rope and lashings hold the form of the canoe soundly together. This assures we remain intact while we move forward.

With a sound vessel held together in integrity, *HARMONY* is the beautiful tapestry of crew members from wide-ranging origins and skill sets that become family on a voyage. Harmony acknowledges that each person has their role and responsibility and asks us to contribute these efforts so that together we may accomplish anything.

RESPECT is rooted in knowledge that we are all on this voyage together. Respect makes every interaction sacred by approaching it from a space of empathy and acknowledges that differing viewpoints are necessary to gain a greater vision, bringing us forth safely to new lands together.

HONOR is most essential for any voyage as it centers us in the abundant space of gratitude for all those that have come before us and for the breath of life within us that allows us to navigate the unknown. We stand upon the backs of the ones that charted the way and call upon their divine power, that our sails be filled, that we gain the infinite wisdom passed down, and that we are protected every step of the journey.

As our crew and canoe pull land from the sea, making real and tangible what was once just a vision, we make sure to *CELEBRATE* these massive achievements. For it is in celebrations with one another and our global communities that we share our stories and lessons of the voyage which nurtures the inspiration for future endeavors.

DIGITAL PRESENCE

Website: www.piccom.org

YouTube, Instagram and Tik Tok: @picpacific

Facebook: www.facebook.com/PICcom

POTENTIAL QUESTIONS TO BE EXPLORED

The following questions are included to help envision the starting point and potential process to arrive at a final strategic plan. This is not meant to be a final or exhaustive list of all possible questions to explore. This has been sourced from discussions with PIC Staff, board members, and partners.

Organization's identity:

- Who and what is PIC? What is PIC's identity and story? Is this clearly stated in our mission statement? How do we communicate this?

Audience:

- Who does PIC serve? Who are our stakeholders?
- What are the needs of our stakeholders within the media landscape?
- What is the perception of PIC among our stakeholders and partners?

Programs:

- What have been our most successful programs?
- What kind of new programs are needed?
- What does success look like?

Sustainability

- What does the organization need to do to ensure longevity?
- How can we quantify our successes within our scope of work beyond the numbers?
- How do we measure success?

DESIRED SCOPE AND DELIVERABLES

- Collaboration with PIC Staff to help guide and develop the process and final document.
- Lead a data collection process supported by PIC Staff and Board, which includes but not limited to:
 - Digital surveys.
 - Stakeholder interviews conducted by consultant.
 - Focus groups conducted by consultant.
 - Document and literature reviews.
- Data review and analysis by the consultant.
- Facilitate at least two retreats with PIC Staff to review and discuss analysis and draft a strategic plan framework.

- Continue to work with PIC Staff to build out a strategic plan inclusive of infrastructure and programmatic strategies and/or goals.
- Collaborate with PIC’s ED to develop a draft plan to present to the ad hoc committee over Zoom for feedback.
- Facilitate two more rounds of feedback and drafts for ad hoc committee input.
- Work with PIC ED to create a final strategic plan that includes a comprehensive scan of the media landscape and PIC’s position within, core competencies, key strategic goals and objectives for the next 5 years, including steps for annual reviews to measure progress and adjust as needed.

IDEAL TIMELINE

The ideal timeline for the strategic planning process is below. All stages and dates are subject and open to change based on the selected consultant and the agreed upon scope of work, save and except for the request for proposals timeline.

Request for Proposals	<p>April 1 - April 26, 2024</p> <ul style="list-style-type: none"> ● Interested parties should submit letters of interest by April 12th ● Submit clarifying questions by April 17th ● PIC representative will respond by April 22nd ● Final proposal submission by April 26th <p>All submissions must be emailed by 5pm HST to Cheryl Hirasa - chirasa@piccom.org</p>
Selection of Consultant	May 3, 2024
Initial Planning Meetings	May 6 - May 24, 2024
Data Collection	May 27 - June 28, 2024
Data Analysis and Reporting	July 1 - July 12, 2024
Strategic Plan Framework (includes 2 Staff retreats)	July 15 - August 2, 2024
Strategic Plan Drafts & Feedback Rounds	July 5 - September 6, 2024
Finalize Strategic Plan	September 9 - September 20, 2024
Strategic Plan Roll Out	September 30, 2024

IDEAL QUALIFICATIONS

- Experience working with Native Hawaiian and other Pacific Islanders communities in Hawai'i, Guam, American Samoa and on the continent.
- Experience with organizational development and infrastructure building for media organizations.
- Experience in and knowledge of the public media system.
- Strong research, assessment and analysis skills.
- Experience facilitating groups of diverse individuals with different backgrounds and perspectives.
- Experience with guiding inclusive processes towards strategic planning.
- Business practices that reflect PIC's core values.
- Individuals and teams with diverse lived experiences are highly encouraged to apply.

PROPOSAL SUBMISSION PROCESS

Interest Letter: PIC is requesting that interested parties submit a letter of interest no later than April 12, 2024.

Questions: following a letter of interest, interested parties will have an opportunity to submit clarifying questions to PIC no later than April 17th. A PIC representative will respond by April 22nd.

Final Proposals: following the Q&A period, interested parties should submit proposals no later than April 26th and include the following:

- An overview of your work and experience as it pertains to the Ideal qualifications listed previously, including evidence of experience working with organizations whose core work is in narrative and culture change, the media industry, capacity and coalition building.
- Proposed project approach and structure or work plan for the project that includes the scope of work, deliverables and timeline previously listed.
- A summary and/or samples of similar projects you have worked on, including a minimum of two professional references.
- Brief biographies or background on key people working on the project.
- Proposed project fees and fee schedule.

All submissions should be sent via email by 5pm HST to Cheryl Hirasa at chirasa@piccom.org