

# 5 Year Strategic Plan



"PRESERVING HISTORY: WHERE EVERY STORY IS A DROP OF THE VAST  
OCEAN OVER TIME"

2024 - 2029

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# Executive Summary

The Drops of the Ocean Community Archives is an independent study project to transform Coast Guard women's history from passive observance to active participation. This initiative will empower Coast Guard women to actively participate in collecting, organizing, preserving, and making accessible Coast Guard women's history.

The 5-year strategic plan, covering 2024-2029, establishes six core strategic directives: *Education and Outreach, Active Engagement, Preservation and Collection, Accessibility and Inclusivity, Sustainability and Growth, and Research and Scholarship*. These objectives are aligned with the ADKAR (Awareness, Desire, Knowledge, Ability, and Reinforcement) change management model framework to support. This model strategically aligns with the transformation of how community members engage with their own and their organizational history.

In the initial phase, the 'Awareness' and 'Desire' elements, we focus on building a solid framework and educational resources. These create the community outreach and advocacy elements to connect with the history of Coast Guard women. Our outreach campaigns and training series are designed to educate and motivate potential contributors, transforming the archives into a learning and interactive community platform.

As the project evolves, we will concentrate on specific topics of Coast Guard women's history, such as Coast Guard Women at Sea, with a goal for a 50-year commemorative feature in 2027 using contributions from the archives. This key event will unite individual narratives into a significant historical showcase and build on the history of Coast Guard women. Simultaneously, we aim to reinforce inclusivity and extend our academic collaborations, enhancing the research potential of the archives.

After the 2024 trial period, we will be dedicated to continuing diversifying funding sources and cultivating sponsorship opportunities to support the archives' continuity. Employing the ADKAR framework, our strategic directives systematically progress from raising awareness to inspiring research and scholarship initiatives. Our vision is to become the trusted custodians of Coast Guard women's history, where Coast Guard women past and present are empowered to document, reflect upon, organize, and preserve their service history. We will set the standard for excellence in preserving, advancing scholarship and ensuring access to Coast Guard women's history with the potential of becoming a framework for other Coast Guard community archives.



## Mission



Drops of the Ocean is a community archives dedicated to the preservation and scholarship of Coast Guard women's history. We empower women who have served or are serving in the United States Coast Guard to collect, organize, preserve, and make accessible their Coast Guard service history. Through education, outreach, and advocacy, we aim to ensure that Coast Guard women's unique history and experiences are preserved and accessible for future generations.

# Vision



Our vision is to become the trusted custodians of Coast Guard women's history, where Coast Guard women past and present are empowered to document, reflect upon, organize, and preserve their service history. Through education, advocacy, and commitment, we will build a community that honors the legacy of the past, celebrates the present, and inspires the future.

## **Education and Outreach**

- 1 To provide comprehensive education, outreach, and advocacy programs that enable Coast Guard women to develop the skills and knowledge necessary to contribute to the preservation of their history and share it with others.
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## **Collaboration and Community**

- 2 To foster a collaborative and supportive community where Coast Guard women, scholars, and enthusiasts can come together to share, celebrate, and advance the understanding of Coast Guard women's history.
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## **Empowering Coast Guard Women**

- 3 To empower and inspire women who have served or are serving in the United States Coast Guard to actively collect, organize, preserve, and share their Coast Guard service history.
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## **Accessibility and Inclusivity**

- 4 To ensure that Coast Guard women's unique history and experiences are preserved and made accessible to diverse audiences, fostering inclusivity and broad awareness.
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## **Inspiring Future Generations**

- 5 To inspire future generations of Coast Guard women to embrace and carry forward the legacy of their predecessors, promoting a sense of pride and connection to Coast Guard service.
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## **Research and Scholarly Authority**

- 6 To inspire scholarly work and provide a rich foundation for research, becoming a recognized resource in shaping the discourse on Coast Guard women's history.
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# Values



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**1 Respect:** We honor and respect the individual experiences and perspectives of every Coast Guard woman who entrusts us with her story. We recognize the diversity of our community and commit to treating each individual with the utmost respect and dignity.

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**2 Privacy:** We understand the sensitivity of personal stories, especially when they involve challenging or traumatic experiences. We are dedicated to safeguarding the privacy and confidentiality of those who choose to share their Coast Guard journey with us, ensuring that their trust is never compromised and they always have the choice to contribute.

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**3 Empathy:** We approach every story with empathy, acknowledging that each narrative represents a personal and often deeply emotional journey. We strive to connect on a human level, fostering understanding, validation, and support.

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**4 Nonjudgmental:** We are committed to maintaining a nonjudgmental environment free from bias or prejudice. We believe in the power of storytelling to heal and educate, and we embrace all narratives, recognizing the strength and resilience within each one.

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**5 Accuracy and Scholarship:** We are dedicated to the rigorous pursuit of accuracy and scholarly research, ensuring that the historiography created from our archives is precise and well documented and enriches the broader understanding of Coast Guard women's experiences. We uphold the highest standards of research integrity to ensure that the narratives and analyses emerging from our collections authentically represent and thoughtfully interpret the stories of Coast Guard women.

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# SWOT Analysis

A comprehensive Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis provides critical insights into our project's strategic planning. This analysis outlines the Strengths, Weaknesses, Opportunities, and Threats associated with our initiative to document and preserve the history of Coast Guard women. It is a foundational tool for understanding our current position and guiding future actions to maximize impact and sustainability.

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## STRENGTHS

- Passionate Community
  - Educational Resources
  - Digital Infrastructure
  - Collaborative Partnerships
  - Unique Focus
  - Comprehensive Values
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## WEAKNESSES

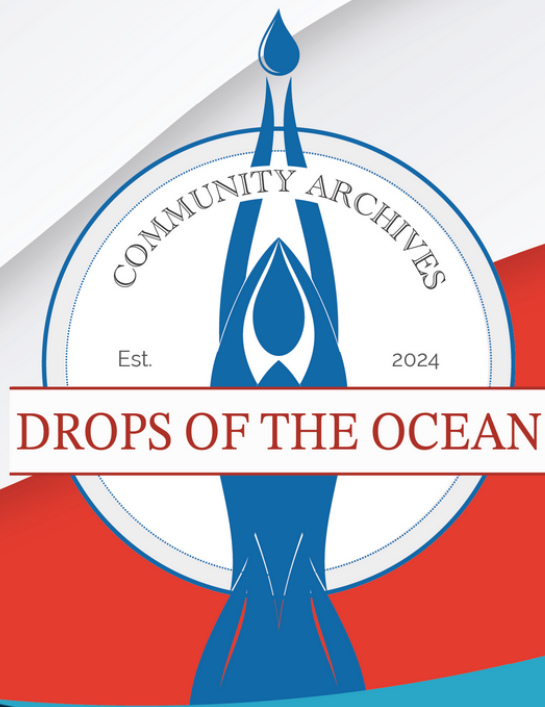
- Limited Awareness
  - Resource Constraints
  - Technological Challenges
  - Privacy Concerns
  - Competing Priorities
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## OPPORTUNITIES

- Diverse Methods
  - Online Engagement
  - Academic and Non-Profit Partnerships
  - Grant Funding
  - Increased Visibility
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## THREATS

- Data Security
  - Changing Technology
  - Limited Growth
  - Continuity
  - Changing Priorities
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# Strategic Directives

As we chart the course for the Drops of the Ocean Community Archives, our strategic directives are centered around creating a lasting and impactful resource that preserves the history and contributions of Coast Guard women.

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Strategic Direction 1: Education and Outreach

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Strategic Direction 2: Active Engagement

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Strategic Direction 3: Preservation and Collection

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Strategic Direction 4: Accessibility and Inclusivity

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Strategic Direction 5: Sustainability and Growth

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Strategic Direction 6: Research and Scholarship

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# Education and Outreach

Our Education and Outreach initiatives are designed to engage and amplify our community, fostering a deeper awareness of active participation in documenting, preserving and promoting Coast Guard women's history.

## Goal 1 Informational Resources

Develop and distribute informational resources, surveys, and how-to guides to use in outreach and advocacy making them available on website and social media platforms within the first month.

## Goal 2 Awareness Campaign

Implement a campaign to educate potential contributors and the public about the mission and purpose of the community archives, utilizing targeted outreach and engagement to measurably increase online presence and audience interaction within the first 2 months.

## Goal 3 Establish Partnerships

Establish strategic partnerships with the U.S. Coast Guard Office of Cultural Heritage, the U.S. Coast Guard Women's Leadership Initiative, and the Foundation for Coast Guard History within 1 month to provide informational pitches and leverage outreach and support.

### Awareness

Creating awareness about the Drops of the Ocean Community Archives is the first step and involves educating the Coast Guard community and the stakeholders about the project's efforts to preserve and share the history of Coast Guard women.

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# Active Engagement

Actively involve the community through interactive events, recognition programs, and archival resources to engage with the community archives.

## Goal 1 Interactive Resources

Distribute the Military Service Legacy Blueprint Course of Action Planner for community members to actively become involved in documenting and preserving their Coast Guard history within 3 months.

## Goal 2 Organize Community Events

Host and support events such as exhibitions, talks, reunions, and webinars to celebrate the contributions of Coast Guard women, aiming for 6 events during the first year.

## Goal 3 Recognition Program

Develop a program to acknowledge and celebrate notable contributions to the archives, especially by Coast Guard women and members actively working to preserve Coast Guard women's history, to be announced annually during women's history month and Veteran's Day.

### Desire

Cultivating a desire to participate in the archives is inspired by the personal and historical value of the contributions. We aim to inspire Coast Guard women, their families, and the broader community to engage actively with the archives.

## Preservation and Collection

Empower contributors with the knowledge and tools needed to effectively select, organize, preserve, and if they choose to make their stories and materials accessible to recognize their contributions to Coast Guard history.

### Goal 1 Archival Guides and Resources

Develop and/or utilize Creative Commons guides and resources and make them available on the website to assist the community in creating and contributing to the archives within 3 months.

### Goal 2 Workshops and Webinars

Host monthly educational sessions on archival methods and best practices for preserving personal and historical documents available via online workshops or on a Learning Management System connected to the website.

### Goal 3 Digital Submission Toolkit

Establish an intuitive, user-friendly toolkit for guiding potential contributors through the process of preparing and submitting their digital archives to the community within 9 months.

## ✦ Knowledge

Empowering participants to contribute effectively to the archives involves providing resources and training on archival practices and how to document and preserve personal histories with long-term sustainability as a foundation.

## Accessibility and Inclusivity

Create a universally accessible and user-friendly digital environment, ensuring that the website and online platforms cater effectively to individuals with diverse technical skills and needs.

### Goal 1 User-friendly Technology

Assess the website and technology platforms to ensure that they cater to a broad user base that facilitates access to the archives' digital resources and develop alternative methods if needed within 1 year.

### Goal 2 Mid-Point Assessment

Implement regular bi-annual updates and status checks with a structured feedback form that enables participants to provide feedback on any barriers to participation, testimonials, or suggested initiatives.

### Ability

Ensuring that participants can contribute to the archives includes making the process accessible and intuitive, mainly through a user-friendly digital platform that considers varying technical abilities and age groups.

# Sustainability and Growth

Focus on securing the long-term viability and development of the archives through diversified funding, detailed financial planning, and adaptive strategic controls based on regular feedback.

## Goal 1 Diversify Funding Sources

Actively seek out grants, donations, and partnerships to ensure continued financial sustainability in months 1-5.

## Goal 2 Budget Analysis

Develop a multi-year budget projection plan incorporating new community goals for the growth and development of the archives after the first year of implementation utilizing feedback from the mid-point assessments.

## Goal 3 Manage Strategic Control

Manage and adjust the community archives direction based on structured, timely feedback, with a clear focus on implementing measurable and responsive changes within a 3-month initiation period and regular subsequent evaluations.

## Reinforcement

Reinforcing the importance and sustainability of the archives involves securing funding, establishing strategic partnerships, and continuously adapting to feedback and evolving needs.

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# Research and Scholarship

Foster academic collaborations with accessible frameworks using archival standards and promote scholarly initiatives, enhancing the research and educational value of the archives.

## Goal 1 Academic Partnerships

Establish and maintain a specific number of new collaborations with academic institutions and Coast Guard accession points each year, enhancing research and educational opportunities related to Coast Guard history, with a target to initiate these partnerships within the next 12 months.

## Goal 2 Access and Use Frameworks

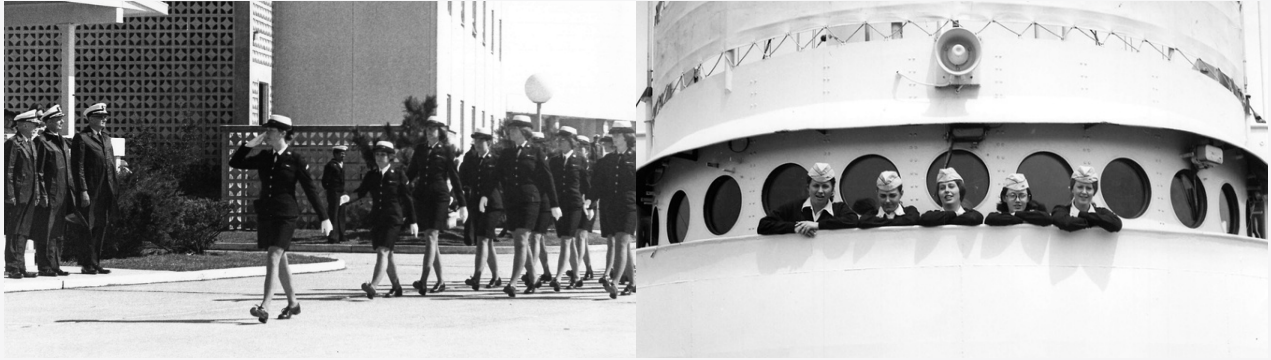
Develop and implement a Describing Archives: A Content Standard (DACs) framework within 6 months, aiming to standardize and enhance the accessibility and usability of our archival materials.

## Goal 3 Scholarly and Creative Initiatives

Highlight the community archives to scholars, educators, and creatives to use primary source material in publications, online exhibits, or other material to showcase Coast Guard women's history.

### Reinforcement

Focusing on research and scholarship within the Drops of the Ocean Community Archives, we aim to reinforce Coast Guard women's history's long-term credibility and academic impact using online exhibits, publications, and primary source material.



## PLAN OF ACTION AND MILESTONES

The Plan of Action and Milestones for the Drops of the Ocean Community Archives outlines a strategic and structured approach over the next five years, defining the key steps we will pursue to achieve our vision. It details a series of targeted actions, set against specific timelines, to transform into a community of Coast Guard women's history.

YEAR	QUARTER	ACTION
2023	Q4	<ul style="list-style-type: none"> <li>• Distribute awareness survey.</li> <li>• Launch the Drops of the Ocean Coast Guard Community Archives website.</li> <li>• Begin outreach and engagement efforts through Coast Guard channels and social media.</li> <li>• Finalize the Coast Guard Women's Military <a href="#">Service Legacy Blueprint Course of Action Planner</a>.</li> </ul>
2024	Q1	<ul style="list-style-type: none"> <li>• Engage Coast Guard stakeholders to brief concept and initiate collaboration.</li> <li>• Host an online community awareness event to potential contributors and participants.</li> </ul>
	Q2	<ul style="list-style-type: none"> <li>• Establish first Cohort for Course of Action Educational series</li> <li>• Distribute Course of Action Planner through email series.</li> <li>• Second online community awareness event.</li> <li>• Continue social media and email engagement strategy.</li> </ul>
	Q3	<ul style="list-style-type: none"> <li>• Complete initial "Course of Action" workshop development.</li> <li>• Deploy the first phase of the online learning platform.</li> <li>• Conduct community feedback sessions.</li> </ul>
	Q4	<ul style="list-style-type: none"> <li>• Continue with educational series and bi-weekly meetings with cohort.</li> <li>• Expand resources and support if needed.</li> </ul>

YEAR	QUARTER	ACTION
2025	Q1	<ul style="list-style-type: none"> <li>• Assess participation and course completion rates.</li> <li>• Implement user-friendly website improvements.</li> <li>• Start collecting stories and materials for the archives.</li> </ul>
	Q2	<ul style="list-style-type: none"> <li>• Expand partnerships.</li> <li>• Release second campaign for new cohort.</li> <li>• Organize second community engagement event.</li> </ul>
	Q3	<ul style="list-style-type: none"> <li>• Evaluate progress and adapt the strategic plan.</li> <li>• Plan targeted community engagement for the topic of the 50th Anniversary of Women at Sea (1977).</li> </ul>
	Q4	<ul style="list-style-type: none"> <li>• Evaluate and adapt educational resources based on feedback.</li> <li>• Organize virtual tour of the archives.</li> <li>• Update community on future plans and solicit feedback.</li> </ul>
2026	Q1	<ul style="list-style-type: none"> <li>• Launch a targeted outreach campaign to engage Coast Guard Women at Sea.</li> <li>• Develop and distribute resources specific to the experiences of women at sea.</li> <li>• Begin preliminary fundraising efforts for the 2027 commemorative event.</li> </ul>
	Q2	<ul style="list-style-type: none"> <li>• Organize storytelling workshops focusing on women's experiences at sea.</li> <li>• Expand network and partnerships for event support and participation.</li> <li>• Initiate a series of virtual meetings for planning and collaboration.</li> </ul>
	Q3	<ul style="list-style-type: none"> <li>• Solicit stories and contributions from Coast Guard women for the event.</li> <li>• Host fundraising events and apply for grants specific to the commemoration.</li> <li>• Begin developing promotional materials for the 2027 celebration.</li> </ul>



YEAR	QUARTER	ACTION
2026	Q4	<ul style="list-style-type: none"> <li>Finalize the list of participants and contributors for the event.</li> <li>Develop a detailed plan for the event, including logistics and programming.</li> <li>Launch a dedicated website section for the 50-year celebration.</li> </ul>
2027	Q1	<ul style="list-style-type: none"> <li>Implement an intensive marketing campaign for the commemorative event.</li> <li>Secure final sponsorships and funding for the event.</li> <li>Start a series of pre-event online engagements and discussions.</li> </ul>
	Q2	<ul style="list-style-type: none"> <li>Finalize all event arrangements, including venue, speakers, and activities.</li> <li>Release a special edition of the "Course of Action" series focused on women at sea.</li> <li>Engage with media and press for event coverage and promotion.</li> </ul>
	Q3	<ul style="list-style-type: none"> <li>Host the 50-year celebration event for Coast Guard Women at Sea.</li> <li>Document the event through various media for archival purposes.</li> <li>Conduct post-event surveys for feedback and impact assessment.</li> </ul>
	Q4	<ul style="list-style-type: none"> <li>Compile and publish a comprehensive report on the event and its outcomes.</li> <li>Plan for the continuation of the Women at Sea initiative beyond the event.</li> <li>Recognize and celebrate the contributions of volunteers and participants.</li> </ul>

YEAR	QUARTER	ACTION
2028	Q1	<ul style="list-style-type: none"> <li>• Launch a follow-up campaign to maintain engagement with the Women at Sea community.</li> <li>• Evaluate the long-term impact of the 50-year celebration on the archives.</li> <li>• Begin planning for future commemorative events and initiatives.</li> </ul>
	Q2	<ul style="list-style-type: none"> <li>• Develop a documentary or digital exhibition based on the 50-year celebration.</li> <li>• Seek feedback from the community to guide future projects and collaborations.</li> <li>• Continue fundraising and sponsorship efforts for ongoing initiatives.</li> </ul>
	Q3	<ul style="list-style-type: none"> <li>• Organize a series of webinars and workshops to reflect on the event and plan future activities.</li> <li>• Implement strategies to sustain the engagement of the Women at Sea community.</li> <li>• Develop new partnerships for future projects and initiatives.</li> </ul>
	Q4	<ul style="list-style-type: none"> <li>• Evaluate the year's activities and set new goals for the Women at Sea initiative.</li> <li>• Plan for the next phase of development and expansion of the community archives.</li> <li>• Host an end-of-year celebration to acknowledge contributions and share future plans.</li> </ul>

# Funding

Our budget outlines the initial funding and detailed cost structure for our first year of operation. With an initial investment of \$1,200, we focus on essential costs such as web domain registration, hosting, marketing, and necessary digital infrastructure. Our operational approach prioritizes education and participant engagement over traditional physical archives management. This concept, inspired by the post-custodial model of the South Asian American Digital Archive (SAADA) [<http://www.saadigitalarchive.org>], directs our budget more efficiently for long-term sustainability. This financial plan addresses our immediate operational needs and strategically allocates resources to bridge the gap until additional funding sources can be secured.

Personnel staffing for the initial year is based on voluntary efforts estimated at 20 hours per month. Additional volunteers will be recruited pending operations as the project progresses and if determined to be a sustainable effort.

## Drops of the Ocean Funding Chart

<b>Expenses</b>													Total	Average	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
<b>Fixed</b>	<b>Monthly totals:</b>	\$166	\$16	\$32	\$16	\$16	\$16	\$16	\$16	\$16	\$16	\$16	\$16	\$358	\$30
	Web Domain Registration Annual	\$0	\$0	\$16	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$16	\$1
	Web Hosting	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$72	\$6
	Marketing Materials (design)	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$120	\$10
	Learning Management Hosting	\$150	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150	\$13
													\$0	\$0	
													\$0	\$0	
													\$0	\$0	
													\$0	\$0	
<b>Variable</b>	<b>Monthly totals:</b>	\$298	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50	\$0	\$348	\$29
	WordPress Template 1 time fee	\$99	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$99	\$8
	10 GB Permanent Cloud Storage	\$100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50	\$0	\$150	\$13
	Membership Platform 1 time Fee	\$99	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$99	\$8
														\$0	\$0
													\$0	\$0	



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