

# The History and Future of Scenarios and the U.S. Coast Guard

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# Evergreen: Why Bother?

- Change is inevitable, accelerating, and unpredictable
- The United States is a maritime nation
  - Our economy and our national power are inextricably linked to maritime affairs
  - The U.S. Coast Guard is a unique instrument of national security in the maritime setting
- Our missions have evolved and grown throughout history. Our sustained value has come from an enduring ability to learn, adapt, and be flexible
- Evergreen provides the foresight and insight that will sustain Service relevance, prepare us for change, and ensure our continuing value to the nation.
- Evergreen does not provide THE answer. It provides guidance and strategic needs that inform long-term strategy.

# Evergreen: An Overview

- Launched in 2003 as a result of the lessons learned from 1998 Long View Project, the events of September 11, 2001, the Long View Review (*Short View*), and the challenges of moving into the Department of Homeland Security.
- Evergreen utilizes scenario-based strategic planning, a technique for managing the uncertainties of the future with an output that is, nevertheless, specific and executable.
- Evergreen is a 4-year, cyclical process that is envisioned as a tool for:
  - Instilling strategic intent throughout the Coast Guard
  - Developing Scenarios
  - Identifying Strategic Needs
  - Developing Ops Models
  - Insight Workshops


# The Four-Year Evergreen Cycle



\* Commandant of the Coast Guard Change of Watch

\*\* Coast Guard Leadership Council

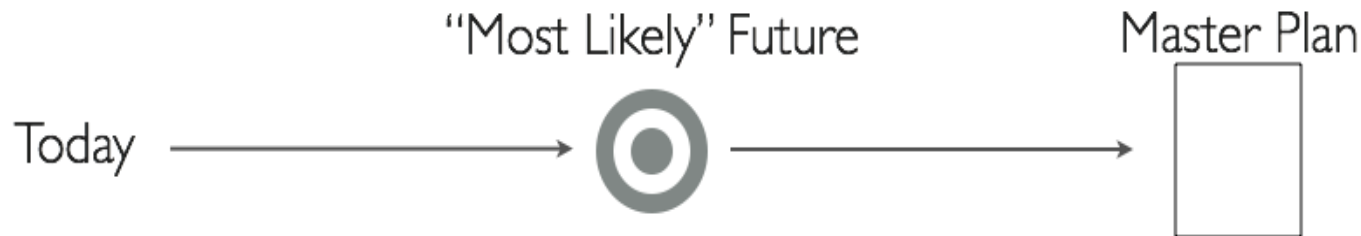
 Key Evergreen activities

 Overlapping products and guidance from previous Evergreen cycle and previous commandant's tenure

 Products informed by Evergreen

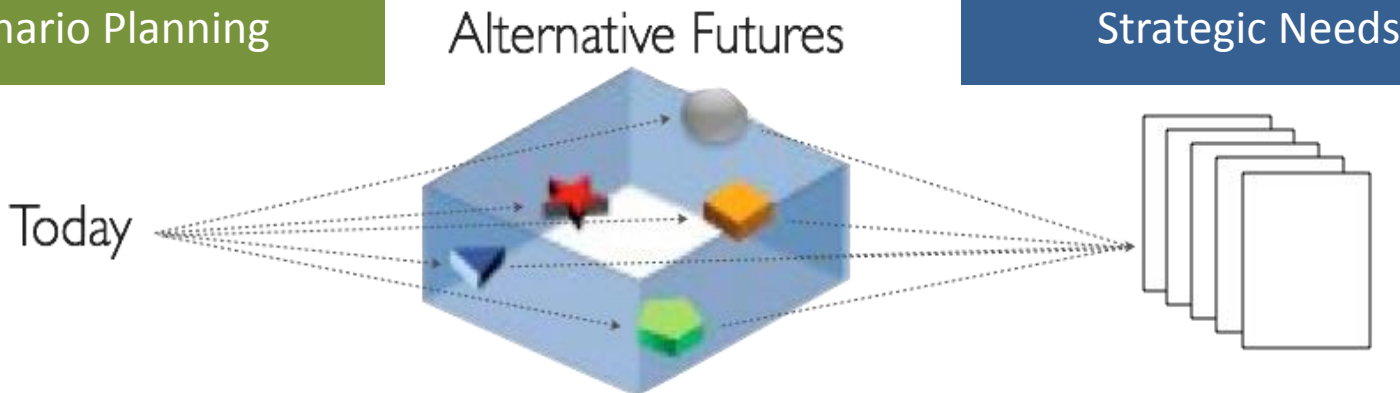
# Avoiding the Trap of a “Most Likely Future”

Predictive Planning

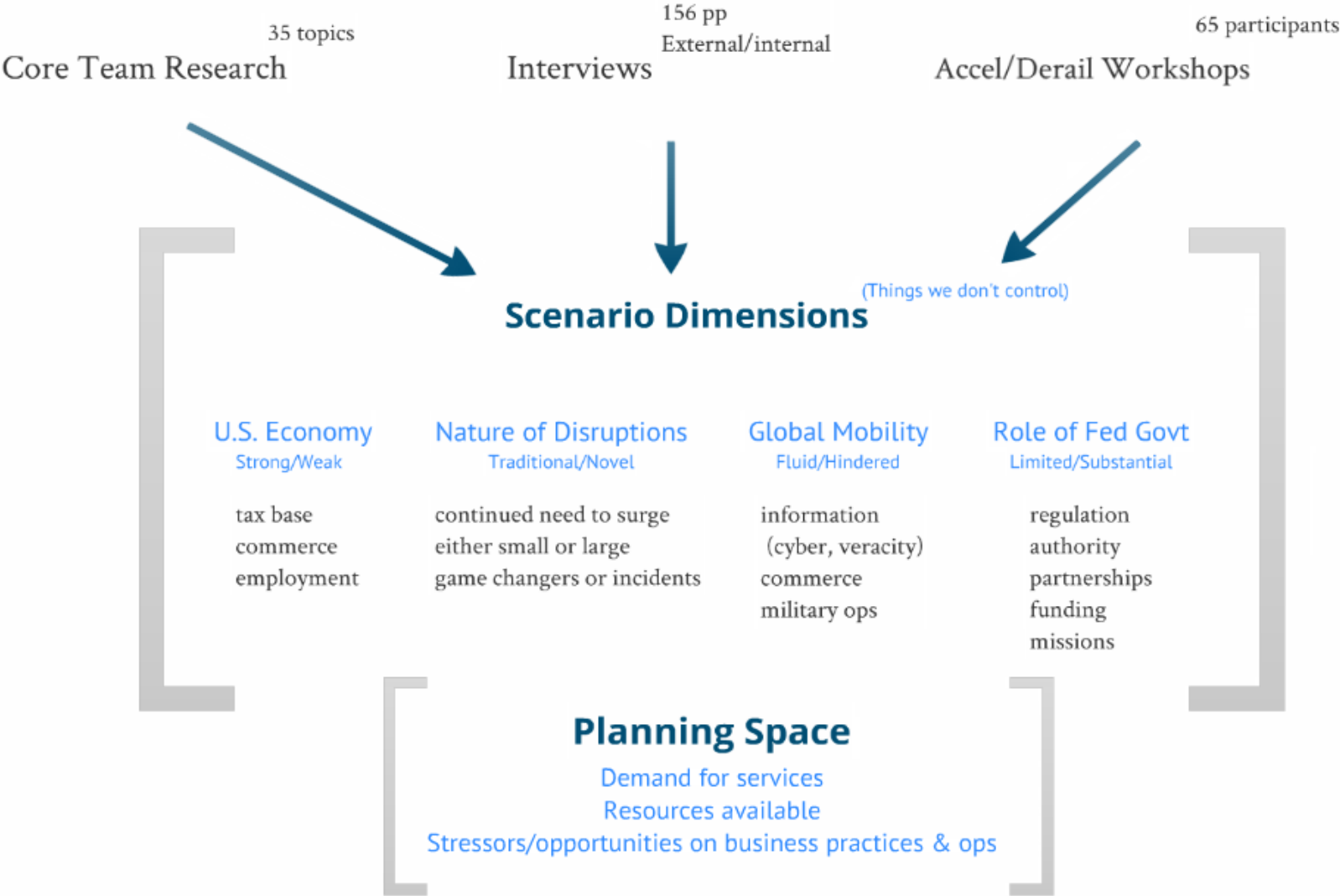


## ... and Building Plans on Alternative Futures

Scenario Planning



# Evergreen III Process Overview



# Evergreen III Scenarios

# Evergreen III Scenarios

U.S. Economy		Nature of Disruptions		Role of U.S. Federal Government		Global Mobility		Scenario Name
<i>Strong</i>	<i>Weak</i>	<i>Traditional</i>	<i>Novel</i>	<i>Substantial</i>	<i>Limited</i>	<i>Fluid</i>	<i>Hindered</i>	
X		X		X		X		Green with Envy
X		X		X			X	<b>Dragon vs. Tiger</b>
X		X			X	X		Living on Borrowed Time
X		X			X		X	Homeward Bound
X			X	X		X		<b>Quantum Leap</b>
X			X	X			X	U.S. Renaissance
X			X		X	X		Anything Goes
X			X		X		X	Members Only U.S.A.
	X	X		X		X		<b>Bet on the Wrong Horse</b>
	X	X		X			X	Who's the Boss?
	X	X			X	X		Geriatric Depression
	X	X			X		X	The Long Slow Slide into the Night
	X		X	X		X		Muddling Down
	X		X	X			X	The Earth She is Angry
	X		X		X	X		<b>Dude Where's My Sovereignty?</b>
	X		X		X		X	<b>Treading Water</b>



# Evergreen III Scenarios

- **Dragon vs. Tiger**
  - U.S. doing moderately well, significant tension between China and India
- **Dude, Where's My Sovereignty**
  - U.S. doing poorly, maritime governance weak, states more powerful than the Federal government
- **Treading Water**
  - U.S. economy extremely bad with rest of globe, near chaos on oceans, pandemics
- **Bet on the Wrong Horse**
  - U.S. economy is weak to moderate, chose green economy but has not panned out, climate seems to have steadied
- **Quantum Leap**
  - U.S. economy surging on wave of several high-technology booms led by U.S.

# Planning Using Multiple Scenarios

## 1. Immerse in future operating environments (scenarios)

Bet on the Wrong Horse

Dragon vs. Tiger

Dude, Where's My Sovereignty?

Quantum Leap

Treading Water

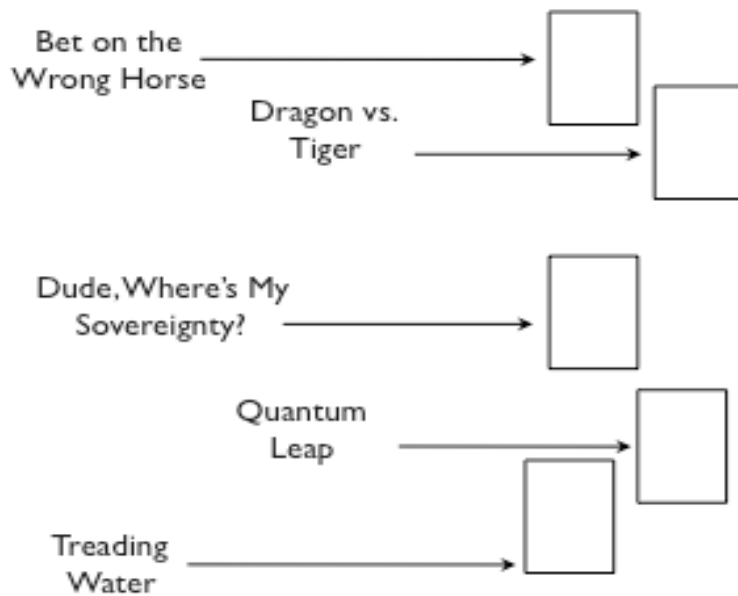
## 2. Identify implications for the Coast Guard and future needs

## 3. Stress Needs and Summarize Key Insights

- Assess relevance of needs across full set of scenarios
- Identify key insights from each scenario

## 4. Distill Insights and Inform Decision-making

- Identify robust needs
- Identify contingent needs
- Convey insights to interested parties throughout the Service



# Evergreen IV Progress

# Evergreen IV Trends & Drivers

## Economic\$

- 1) Drivers Outside of Decision Maker Scope
  - a. Events of Mass Effect - Natural or Manmade
- 2) Drivers Inside of Decision Maker Scope:
  - a. Privatization to Nationalization Spectrum
  - b. Industrialization of Oceans/Space
  - c. Economic Systems Thinking – The Interconnectedness of “things”

## Globalization

- 1) Global Commerce
- 2) Regional Conflict
- 3) Resources
- 4) Transnational Crime
- 5) MDA
- 6) Black Swan

## Technology

- 1) Data Power
- 2) Integration (adaptation, ubiquitous, meta-analyses, convergence, utilization)
- 3) Change Management
- 4) Threats
- 5) Resource Exploitation

## Governance

- 1) Inconsistent Foreign Policy – Arctic, global trade, global change, balance of power
- 2) Balance of State & Individual Rights – Cyber/Tech Security, Critical Infrastructure
- 3) Increased Threats to National Security – TCO, Port Consolidation/enlargement
- 4) Rise of 3rd Part(ies) – Political polarity
- 5) Emerging Areas/Regions of Authority – Subsurface, space

# Evergreen IV Trends & Drivers

## Environment

- 1) Environment – Resources, Climate, Geography
- 2) Governance – Formal Rules
- 3) Economic – Supply/Demand, Resource Allocation
- 4) Society & Culture – Informal “Unwritten” Rules, Values, Beliefs, Behavior
- 5) Cross-Cutting/Macro Challenges

## People

- 1) Population Shifts
  - a. Demographic changes
  - b. Location and density changes (megalopolis)
  - c. Cultural changes
  - d. Regional birth/death rate changes
- 2) Workforce shifts
  - a. Age changes
  - b. Education changes (STEM)
  - c. Soft skill changes (EQ)
  - d. Systems Quotient (SyQ)

## Society

- 1) Global Polarization – Separation of people into groups
- 2) Standard of Living
- 3) Large Scale Events – Short-term & Long-term affects
- 4) Values, Priorities & Norms – Social, cultural
- 5) Government vs. Individual Responsibility – size and scope of government

## Policy

- 1) United States
- 2) Department of Homeland security
- 3) Department of defense
- 4) International
- 5) Non-State Actors

# Evergreen IV Scenario Dimensions Refined

## Global Stability (Stable vs. Volatile)

Low – Minimal threat of conflict; international norms are respected; boundaries and borders are stable, international institutions are strong and influential.

High - Nations risk war, companies risk ruin; people are threatened by violence and crime; nations and non-state actors flout international norms; borders are unstable; international institutions have little influence.

## Globalization Influence

Low: Recognized governments control globe; government planned economy; conflict driven by government.

Medium: Balance between private/public; economy/trade balanced between private entities and government.

High: Influence wielded by Corporations, NGOs, new states or religious entities; economy driven by private interest.

## Technology Reliance

Low: I don't need it but I like it; I may want to step back from it; not 3rd world; voluntary disconnect from tech.

Medium: Current technology is good enough.

High: Daily life requires technology to live; inability to unplug; Human state sustained through tech (ubiquitous).

## Government (Constrained vs. Robust)

Low: Constrained, shrinking budget; less involved government.

Medium: Government involved in most aspects but limited capacity in people's lives.

High: Government pervasive; involved in all facets of people's lives and business.

# Evergreen IV Scenario Dimensions Refined

## Globalization of Interests (Consensus vs. Fragmentation)

Low: People share common values; religious groups seek to minimize violence; populations are becoming more economically equal over time; common interests are created by convergence in level of education, nature of work and employment, and geography.

High: Human values and norms are growing apart; religions stoke sectarian violence; the rich get richer, the poor get poorer; interests are diverging between highly educated vs. uneducated, automated vs. highly manual work, rural vs. urban, coastal vs. inland.

## Resource Availability (Scarce vs. abundant)

Low: Traditional resources are unchanged; resource culture remains embedded; resources are decreasing.

Medium: Small increase from traditional to alternative resources slightly increase productivity, no dramatic GDP increase.

High: Dramatic worldwide shift in available resources where countries/continents have greater than 50% coming from traditional sources.

## Geographic/Demographics (Fluid vs. Stagnant)

Low: Decreased/nominal percentage of movement either geographically or socially.

Medium: Status quo; some geographic movement; some class movement.

High: Increased percentage of movement both geographically and socially.

## Human Rights

Low: Oppressive; structured and intentional.

High: Universal protected human rights (global acceptance).

# Evergreen IV Scenario Dimensions Refined

## Technology Shift (Sustainable vs. Disruptive)

Low: Slow shift in tech advancement is easily accessible to all.

Medium: A moderate shift in tech advancement that is accessible to most people.

High: Extremely disruptive; tech advancements are exponential; definite innovative change in how we use resources or do business.

## Environment/Ecosystem

Low: Conservationist; stewardship; stable and managed.

Medium: Status quo; reactionary.

High: Exploitative policy; beyond control; detrimental to the environment and humans.

## Diplomacy/Policy

Low: Nationalism.

Medium: G7/G20 frameworks.

High: Total international cooperation and partnership.

## Global Order

Low: Anarchy; sectarian.

High: Structure; oppressive; one world government.



# Evergreen Influence

## Strategic Relationships

The Commandant's Direction and Strategic Plan are the Coast Guard's central documents that convey strategic intent. This table illustrates their inputs as well as their relationship to other documents and functions.

Strategic Inputs	Joint/Multi-Service Strategies: (Joint Operating Environment, Strategic Environment, etc.)	National Strategies: (National Security Strategy, National Drug Control Strategy, etc.)	DHS Strategies: (DHS Strategic Plan, Force Planning Construct, etc.)
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Long-term Strategic Intent	<b>Evergreen</b>
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10-Year Strategic Intent	Outlook: Drivers & Conclusions	Vision: Strategic Imperatives & Critical Success Factors
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4-5 Year Strategies	Commandant's Direction & Strategic Plan	Topical Strategies: (Western Hemisphere, Cyber, Arctic)	"Big 4" Strategies: (DCO, DCMS, LANT, PAC)
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Outputs	Capability Development, Acquisition Plans	Doctrine & Policy	Legislative Agenda	Implementable Innovations
	Operational Plans	Budget Guidance	Risk & Performance Assessments	Executable COE Research Products

# Operationalizing Evergreen

- Evergreen III identified 32 strategic needs
- Conducted tailored Evergreen workshop in specific CG Op Area
- Evergreen III Strategic Needs were revalidated:
  - 9. Maritime Domain Awareness
  - 19. Comprehensive approach to partnering beyond traditional partnering
  - 31. Improve ability to succeed in political environment with great risk and opportunity
- ...and 2 new micro-strategic needs identified relevant to Op Area
  - Identify and foster areas of mutual interest
  - Establishing regional governing bodies/coalitions
- Results encouraged and reinvigorated dormant discussions – Counter-drug Accord, Oil Spill Response Agreement, SAR Agreement, professional engagements
- Currently, participating engagements pertinent to common challenges – aligned with State Department and National Policy

# Questions?

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# Backup Slides

# Dragon vs. Tiger

- Tensions between China and India are high. It is not open conflict, yet, but includes proxy wars and cyber conflict
- Global trade is significantly disrupted; especially in Pacific and South Pacific
- Supply chain uncertainties have created new opportunities for U.S. in high-value manufacturing, but also cyber. Brazil is experiencing rapid growth
- Europe has faltered under debt burdens, and International Organizations are weaker
- U.S. economy is rebounding, debt is being paid down
- U.S. transportation infrastructure is undergoing major modernization

# Quantum Leap

- U.S. economy and national power are resurgent as U.S. advances in computer technology, materials science and solar energy dominate global commerce
- Energy and materials advances lead to local U.S. manufacturing and have radically altered trade routes and the value of what is traded
- The pace of technology change is so fast that informal global industrial groups make standards decisions without regular government input or approval
- Climate change is more rapid and impactful than ever anticipated with rapid ocean level rise, huge storm surges, more frequent, more powerful simultaneous storms
- Robotics of all forms are more and more integrated into everyday living – for the affluent
- Terrorism is sophisticated and growing again from eco-terrorist and anti-technology groups

# Bet on the Wrong Horse

- U.S. has aggressively pursued alternative energy sources and made significant investments in climate change mitigation
- New discoveries and analysis suggest global climate is cooling
- U.S. is weak, dipping in and out of recession since debt is still high and investments in “green technology” are not paying off as expected. Europe and Asia are strong.
- Federal government is unpopular, but states are even weaker
- U.S. social fabric is changing: multi-generation homes, and many are exiting the fast lane lifestyle for a more back-to-basics life (telling themselves it is a choice)
- The U.S. is trying to absorb and adapt to many low-impact terrorist events

# Dude, Where's My Sovereignty

- U.S. is suffering a fiscal nightmare: gridlocked government for decades, high debt burden, Baby Boomer entitlements. Dollar is weak.
- States have accumulated significant power (almost as a default):
  - Do many things once considered only Federal (trade, border security, independent discussions with foreign nations)
  - Many states are in serious fiscal distress
  - Some states (with resources, technology, education, good infrastructure) are doing very well and tend to discourage migration from other states
- Globally, international business elites and a few countries manage governance fairly effectively, but it is not the governance structure of old: strong actors dominate and set the rules
- The world outside the U.S. and Mexico is doing fairly well.



# Treading Water

- Federal Government moved to massive budget cutting, as did the states
- U.S. economy is in long-term stagnation with steady decline in living standards
- Massive spending cuts include the U.S. military. There are now many private security firms including some on the oceans hired by shippers. Letters of Marque are now being issued in some countries.
- The nation is worried about jobs and pandemics
- The U.S. is more parochial and protectionist, and a very strong local community focus dominates much of what does get done
- Homeland security is about disease management, border control, and emergency response

# The Four-Year Evergreen Cycle

