

9/1/2015



UNITED  
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COAST  
GUARD

## EVERGREEN IV SCENARIOS: GUIDE

## The Program

The Coast Guard Evergreen Program provides the Service with proactive foresight to avoid incrementalism and the tyranny of the present, and to identify a core set of strategic needs that will be relevant in a variety of future scenarios. The process is based on alternative future scenario planning, which is well suited for organizations with diverse mission portfolios and operating environments marked by potentially rapid structural change and high uncertainty. Scenario-based planning explicitly considers and explores a range of plausible and challenging futures.

## The Scenarios

Leveraging a methodology developed by Peter Schwartz, the Evergreen Core Team used widely-accepted trends and drivers to develop a large portfolio of alternative future world outlines. Through an interactive process, it was pared down to a set of five compelling, impactful scenarios that presented strong challenges and opportunities for the Coast Guard. They drew on the perspectives and experience of a broad array of Coast Guard and civilian personnel, were informed by contact with internal and external stakeholders, and were more fully developed with Human Centered Design methodology. Finally, the scenarios were used to identify strategic needs that, if fulfilled, will place the Service on strong footing across a variety of future outcomes.

## Scenario Structure

Each scenario document has been designed to provide the reader with a holistic and contextualized sense of an alternative future. Accordingly, they contain the following elements:

### Drivers

The two drivers, or mega-trends, that shaped the future world are presented first. Each has been exercised to an extremity, high or low, to most effectively explore its implications. The drivers are the defining characteristics from which all other supplemental aspects derive. The reader should approach the scenario with these two shaping forces in mind. The following drivers seven drivers were selected.

### International Stability and Cooperation

This driver reflects how well nation states interact with each other on the international stage and their level of respect for international norms and harmonization of laws. It describes the level of actual or potential conflict between nation states, companies, ethnic groups, or non-state actors. Conflicts are not solely military in nature but may be triggered by trade disputes, patent infringements, intellectual piracy, pollution, drilling rights, or natural resources. It indicates the level of accountability nation states are held to by the international community in order to safeguard global stability.

**High: The Global Collective.** There is an international sense of unity. The level of actual or potential conflict in the world is minimal and contained to disparate regions, rarely impacting the international community. International norms are respected, borders are stable, and the majority of nation-states use diplomacy to resolve disputes. Globalization and economic integration have connected the poorest nations with the richest. Companies respect the rule of law and conduct business ethically with global good as a primary driver. Workers and human rights are respected. Multinational corporations and strong central governments cooperate and work in a unified fashion to promote shared values.

**Low: Free-for-All.** Nations risk conflict, companies risk ruin, people are continually threatened by violence and crime. Nations and non-state actors flout international norms, borders are unstable or often changing, traditional international institutions have little influence. Each nation-state looks inward to protect its territory. Businesses conduct affairs with profit as the only motive. There is little respect for the environment, workers, or human rights. Multinational corporations, non-state actors, and transnational criminal organizations challenge all facets of traditional government to maintain their own power base.

### **U.S. National Stability and the Role of Government**

This driver represents the relationship between the government and the governed, and the degree of political, social and economic unity or discord within the nation. It defines the extent of political participation and government representation of the broad public interests versus special interests.

**High: United States.** Government is truly of the people, by the people, and for the people, representing a diverse population with some shared fundamental values while still respecting the rights of the individual. Laws are developed and applied consistently with broad participation by the governed. Government institutions are effective, respected, and sufficiently resourced to execute their duties. Social institutions unite and help people. A general sense of trust prevails.

**Low: Divided Nation.** Democracy is a facade; it still exists on paper but not in practice. The power and influence of government is high but participation in the governmental process is at historic lows. The exercise of governmental functions and extension of benefits are inconsistent and based on special interests that clearly select winners and losers. There is no common national vision and society is increasingly fragmented.

### **Population Shift and Demographics**

This driver represents the degree of mobility and demographics and their influence on social order (i.e. education and skills, ethnicity, economy, religion, culture, self identification).

**High: High Mobility.** People and populations are highly incentivized to change their geographic locations or social conditions and possess the ability to do so. The global population is a highly transient melting pot. Megacities emerge, surrounded by densely populated peri-urban sprawls largely clustered around coastal areas. The confluence of cultures results in

greater integration, further accelerating globalization. Socioeconomic class and occupation are stronger influences on most people's personal identities than race, religion, or nationalism. Most people follow opportunities as they arise and tend to change location frequently.

**Low: Low Mobility.** People and populations either don't have incentive to change their geographic location or social conditions, or are unable to so. People cluster together based on strong common demographic identities and resist inclusion of others. Globalization slows due to widespread resistance to foreign influences. Race, religion, and nationalism are the primary influence on personal identities, education, and world views. Most people live and work near where they were born and raised.

### Influence of Technology

This driver reflects the rate of technological change and its relative assimilation into society at large.

**High: Radical.** Technology drives change and influences policies with dramatic impact on society. New technologies are pervasive and constantly changing. Its use and application are innovative and largely unconstrained. Technological advancement is highly incentivized. Change is erratic and its impact on society is unmitigated.

**Low: Conservative.** Technology is used to fit within existing government, economic, and societal structures. Its impact is constrained by the limited degree of willingness for users to leverage the new or enhanced capabilities. Innovation is driven by stated desired capabilities and is relatively unimaginative. Change is measured and its impact on society is moderate.

### Resource Availability

This driver describes the accessibility and affordability of renewable and non-renewable resources and raw materials. Availability of resources is not limited to a particular nation, but also includes the global supply and trading of resources and the ability to explore for new resources and develop alternatives.

**High: Abundance.** Resources abound and global needs are met. Societies and government are not focused on providing basic resources to populations. Provision of and competitions for resources are not primary drivers of domestic, economic, and international policy.

**Low: Scarcity.** Existing resources do not fulfill basic needs. Need and competition for resources are primary drivers of domestic, economic, and international policy. Resources are being consumed at a rate much faster than they can be replenished.

### Global Order

This driver describes the extent to which the world has either migrated to a single global government or fragmented into individual states with no established international governance.

**High: One World Order.** States have given up most of their sovereignty in favor of a global governing body. Trade agreements and military alliances are strictly governed and approved only to benefit the global collective. Global rules are enforced; countries adhere to established global norms.

**Low: Pervasive Isolationism.** States are independent and self-interested. Loose confederations are formed only when necessary. There is no overarching global policy guiding the actions of the states. There is no global system of rules or norms.

## Environmental Change and Adaptation

This driver reflects the rate of change in the global environment, climate, and constituent ecosystems. It also reflects how well nations are able to adapt and manage the changes. Effective adaptation is dependent on the ability to keep pace with environmental change and the population's willingness to incorporate proactive measures. **Note:** For the purpose of producing challenging scenarios, climate change was assumed to take place. This driver focuses primarily on the effectiveness of man's response.

**High: Measured Response.** Climate continues to change, but at a rate far less catastrophic than predicted. Most environmental changes are mitigated with minimal effects on the standard of living. Global governments work in concert and are trusted to effectively address environmental challenges.

**Low: Rapid Failure.** The extreme predictions of the Intergovernmental Panel on Climate Change came to fruition and exceeded our efforts to adapt. Sea levels rose and the frequency of super-storms increased. Adaptation has been ineffective. Global governments are struggling to keep pace with rapid environmental change.

## Overview

This provides a general summary of the scenario and serves to set the scene for the reader. Particularly salient aspects of the alternative future highlighted.

## Vignette

A fictional story designed to immerse the reader in a day in the life of a future world denizen. It assists in mentally translating context to tangible impact on people.

## Standard Topics

These topical descriptions cover twelve aspects of the future world to flesh out the reader's perspective:

## Technology

**Cyber**

**Maritime Environment**

**Climate Resiliency**

**Governance and Politics**

**Culture and Society**

**Energy Revolution**

**Economy and Commerce**

**International Cooperation and Relationships**

**Western Hemisphere**

**Arctic**

**Geopolitical Situation**

Cyber, Climate Resiliency, Energy Revolution, Western Hemisphere, and Arctic were selected as areas of particular concern to senior Coast Guard leadership.

**Note:** There are variations in the scope and depth of driveral discussions across the scenarios. This is a function of the differing focus of each alternative future, diverse Core Team perspectives, and time constraints placed on development workgroups.



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