

Evergreen

Supporting a Service that thinks and acts with strategic intent

# Evergreen: Influencing Strategic Decisions Within the Coast Guard



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- **WHO:** a diverse group of Coast Guard active duty, reserve, and auxiliary in conjunction with external stakeholders and industry leaders.
  - **WHAT:** an alternative futures strategic planning process the Coast Guard first deployed in 1998, and renews every four years.
  - **HOW:** looks 'over-the-horizon', presenting several alternative future scenarios that are analyzed for the identification of strategic needs common to all or most future scenarios.
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- Evergreen helps the Coast Guard think “over the horizon” to manage uncertainty and ambiguity in possible operational settings by rigorously, systematically, and creatively imagining traditional and non-traditional combinations of risks and opportunities.
  - Evergreen’s value is identifying strategic needs common to multiple possible future scenarios, allowing the Coast Guard to better position itself for success no matter what the future may bring. The strategic needs inform long-term Coast Guard strategic planning efforts.
  - Evergreen doesn’t PREDICT, it PREPARES.

## Evergreen Case Study

- Coast Guard District 7 requested Evergreen support to facilitate a tailored workshop using two plausible future states for the country of Cuba
- Identified two new micro-strategic needs relevant to D7
  1. Identify and foster areas of mutual interest
  2. Establishing regional governing bodies/coalitions
- Encouraged and reinvigorated dormant discussions, fostered collaboration on common challenges
- Recently, the Obama Administration initiated the process of normalizing relations with Cuba
- While neither scenario “predicted” this, the strategic needs identified prepared the CG for such an event
- Started in 2012, the relationship cultivated between the Coast Guard and the Cuban Border Patrol has uniquely positioned the Coast Guard to take a lead role as events unfold.
- Evergreen identified strategic needs that positioned the Coast Guard for future success. Had micro-relations between the Coast Guard and Cuba not been pursued in 2012, the Coast Guard would not be ready to address the current challenge.

## Evergreen's Influence in the Coast Guard

Most initiatives do not specifically mention Evergreen but the following can be linked to Evergreen efforts:

- (1) Maritime Domain Awareness (MDA)
- (2) Coast Guard Sectorization
- (3) North Pacific Coast Guard Agencies Forum
- (4) North Atlantic Coast Guard Forum
- (5) Prevention & Response Model
- (6) Focus on Arctic and Climate Change
- (7) ALC Depot Model

The research identified 20 more initiatives that can be linked to Evergreen efforts.

Over the past 17 years, 29 published strategic documents have used the Evergreen Strategic needs to influence their strategic priorities (e.g. multiple CCG direction papers, Arctic Strategy, Western Hemisphere Strategy, DHS White Papers)

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## Evergreen POCs

### **CDR Eric Popiel**

Evergreen Program Manager

(202) 372-4561

Eric.c.popiel@uscg.mil

### **LCDR Molly Waters**

Assistant Program Manager

(202) 372-4575

Molly.k.waters@uscg.mil

“If we had had the courage of our convictions and implemented the Long View strategies, we would have been much better positioned after 9/11”

- ADM Thad Allen (ret), 23<sup>rd</sup>  
Commandant of the Coast  
Guard