



Forecasting the World of 2030-2040: “Driving in the Dark”

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Planners yearn for long term point forecasts

- Developing budgets
- Developing long-term acquisition plans
- Justifying plans to Congress and the public

But our desire to forecast the future exceeds our ability to do so

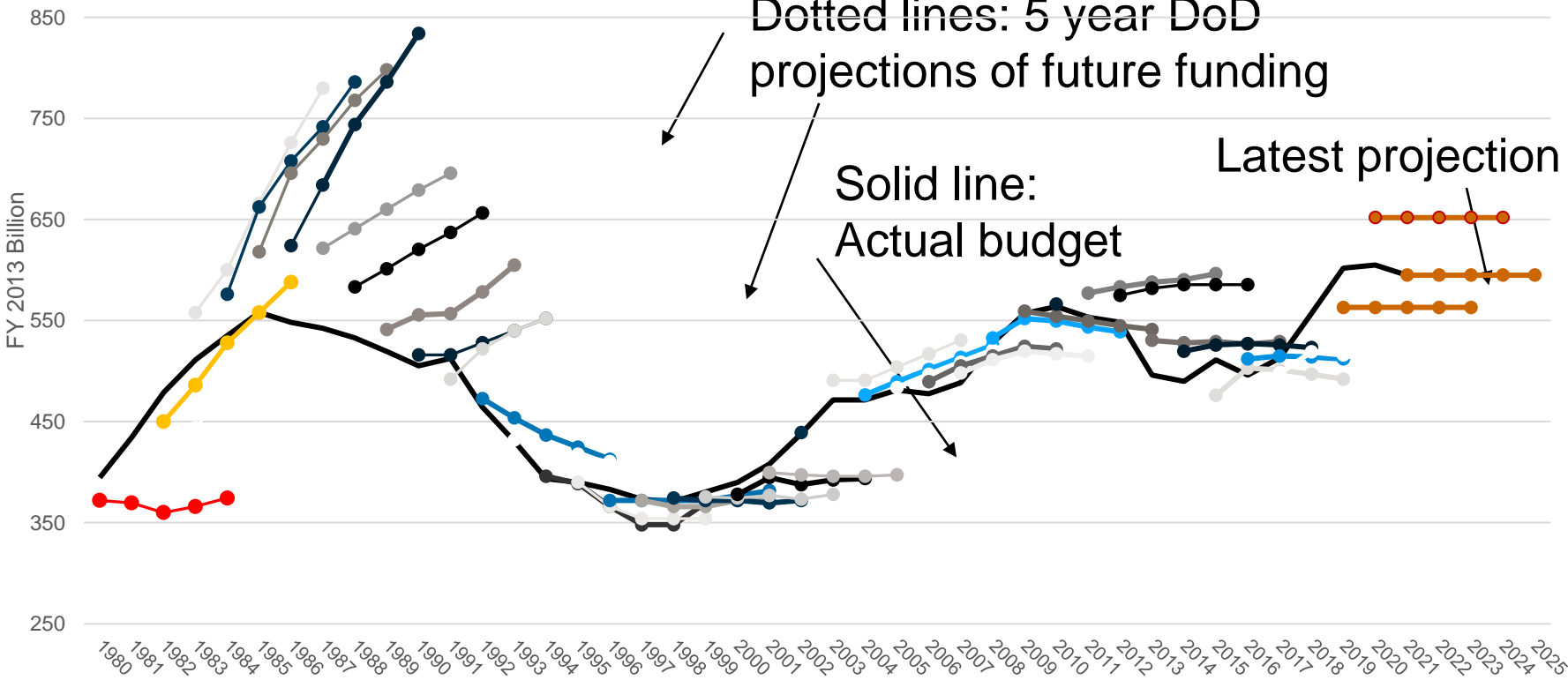
We deter the conflicts we prepare for and fight the conflicts we don't prepare for.

S*** happens

- 1950: North Korea invades the South
- 1990: Saddam Hussein invades Kuwait
- 2001: Terrorists based in Afghanistan attacked the United States
- 2004: insurgency develops in Iraq

Budget Forecasting: The Need for Humility

DoD 5 year Forecasts (colored lines) v. Actual Budgets (black line)



Carter Reagan I Reagan II G. Bush Clinton I Clinton II G.W. Bush I G.W. Bush II Obama I Obama II Trump

Base Budget excluding war funding
 President during Budget Submission

Build adaptable forces with a range of capabilities

- Be realistic about deployments and presence
- Force size matters
- Hedge with a variety of capabilities
- Beware of divest to invest
- Don't paper over strategy resources mismatches