

[20692003]



How unspec_manner:e-u-x v_modale:h can we turn this situation around ?
pron:x v_around:e-i-i q_demi:h-h n:x _ _

[20692018]

Reform starts in the Pentagon .
n:x v:e-i p:e-u-i q:i-h-h named:x-c _

[20692019]

Strategists should consider the impact of budget uncertainties at the beginning of the planning process .
n:x v_modale:h v:e-i-p q:i-h-h n:x p:e-x-i n:x p:e-u-i q:i-h-h v:e-i-p _ q:i-h-h n:x n_of:x-i _

[20692020]

They ought to examine how a range of optimistic interval_p_end:i-i to pessimistic budget scenarios would change the defense program .
pron:x v_qmodale:h _ v:e-i-h unspec_manner:e-u-x q:i-h-h n_of:x-i _ a:e-p n:x n:x v_modale:h v_cause:e-i-p q:i-h-h n:x n_of:x-i _

[20692021]

They would then develop priorities by identifying the least painful program cuts as they moved from higher interval_p_end:i-i to lower budgets .
pron:x v_modale:h a:e-e v_cause:e-i-p n:x v:e-i-p q:i-h-h a_at-for-of:e-i n_of:x-i _ v_to:e-i-p n_of:x-i _ v_modale:h q:i-h-h n:x v_in:e-i _ p:e-u-i a:e-i n:x _

[20692022]

They would also identify the best way to add programs , should the budget come in at higher levels .
pron:x v_modale:h a:e-h v:e-i-p q:i-h-h a_at-for-of:e-i n_of:x-i _ v_to:e-i-p n_of:x-i _ v_modale:h q:i-h-h n:x v_in:e-i _ p:e-u-i a:e-i n:x _

[20692023]

This kind of contingency analysis is common in war planning and business planning .
q_demi:h-h n_of:nx-i _ n:x n_of:x-i _ a_force:p p:e-u-i n:x v:e-i-p _ n:x v:e-i-p _

[20692024]

There is no reason that it can not be done for defense planning .
_ v_there:e-i q:i-h-h n_for:x-h _ pron:x v_modale:h neg:e-h _ v:e-i-p p:e-u-i n:x v:e-i-p _

[20692025]

Two steps are necessary to translate this idea into action .
card:i-i-c n:x _ a_force:p-i x:e-h-h v_intoe-i-p-i q_demi:h-h n_of:x-i _ n:x _

[20692026]

Step 1 cleans up our books .
n:x card:i-i-c v_up:e-i-i _ q:i-h-h n_of:x-i _

[20692027]

Our five-year plan contains three accounting devices - negative money , an above guidance management reserve and optimistic inflation estimates - which understate the spending the Pentagon has committed itself to by almost \$ 100 billion .
q:i-h-h n:x n:x v:e-i-p card:i-i-c n:x n:x _ a:e-p n:x _ q:i-h-h a:e-p n:x n:x _ a:e-p n_of:x-i n_of:x-i _ v:e-i-p q:i-h-h v:e-i-p q:i-h-h named:x-c _ v_to:e-i-p-i pron:x _ p:e-u-i _ n:x card:i-i-c card:i-i-c _

[20692028]

Negative money was invented in 1988 to make the 1990-94 Five Year Defense Plan conform to the numbers in President Reagan 's final budget submission to Congress .
a:e-p n:x _ v:e-i-p p:e-u-i yofc:x-c x:e-h-h v_cause:e-i-h q:i-h-h card:i-i-c card:i-i-c n:x n:x n_v_to:e-i-i _ q:i-h-h n_of:x p:e-u-i n_of:x-i named:x-c _ a:e-p n:x n_of:x-i p:e-u-i named:x-c _

[20692029]

That plan exceeded the numbers contained in his budget message by \$ 45 billion .
q_demi:h-h n:x v:e-i-p q:i-h-h n_of:x v:e-i-p p:e-u-i q:i-h-h n:x n_of:x-i p:e-u-i n:x card:i-i-c card:i-i-c _

[20692030]

To make the books balance , as is required by law , somebody invented a new budget line item that simply subtracted \$ 45 billion .
x:e-h-h v_cause:e-i-h q:i-h-h n_of:x-i v:e-i-p _ x:e-h-h _ v_of:e-i-h _ n:x _ person:x v:e-i-p q:i-h-h a:e-p n:x n_of:x n_of:x-i _ a:e-c v:e-i-p n:x card:i-i-c card:i-i-c _

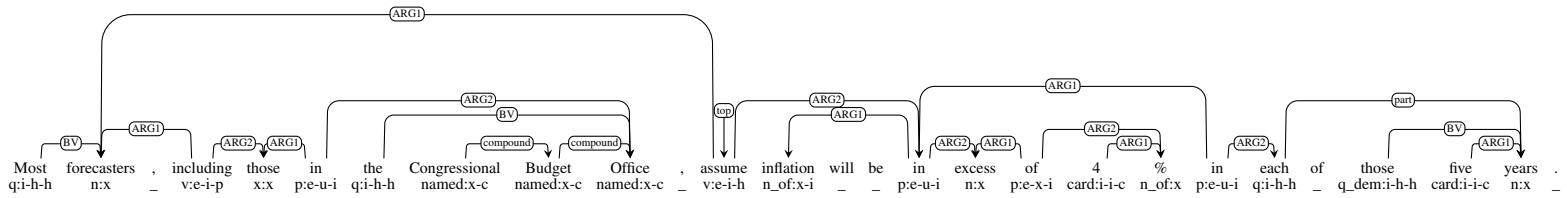
[20692031]

It is known in the Pentagon as the " negative wedge " .
pron:x _ v_a:e-i-p-i p:e-u-i q:i-h-h named:x-c _ q:i-h-h _ a:e-p n_of:x-i _ _

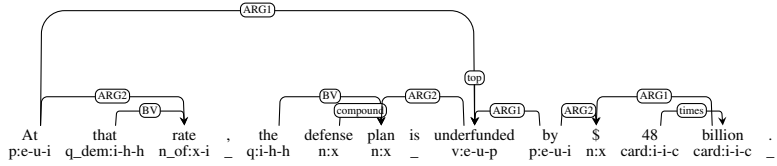
[20692033]

The 1990 plan also assumes inflation will decline to 1.7 % by 1994 .
q:i-h-h yofc:x-c n:x a:e-h v:e-i-h n_of:x-i _ v:e-i-p p:e-u-i card:i-i-c n_of:x p:e-u-i yofc:x-c _

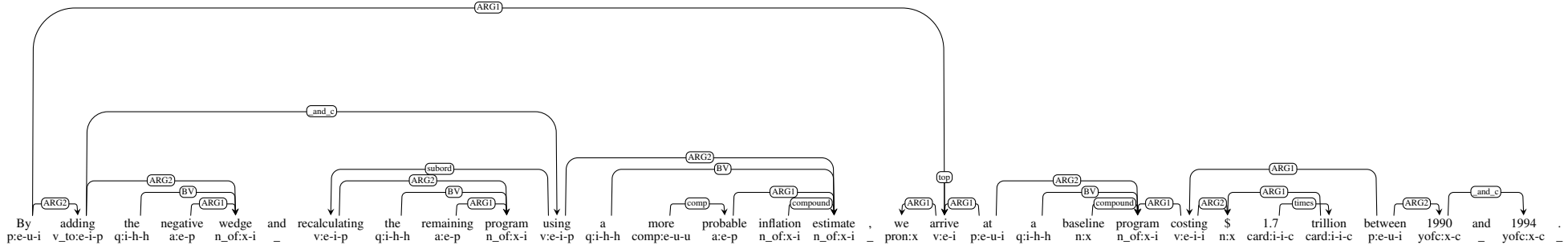
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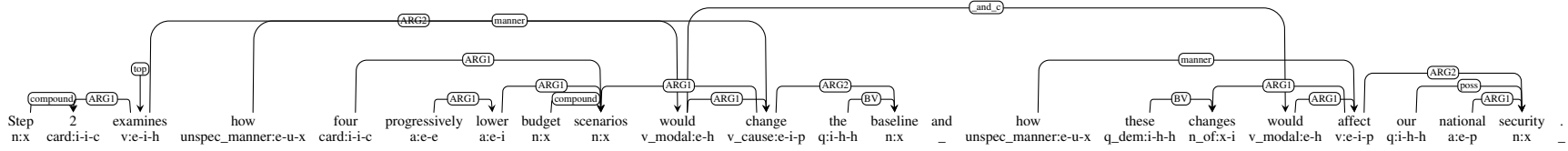
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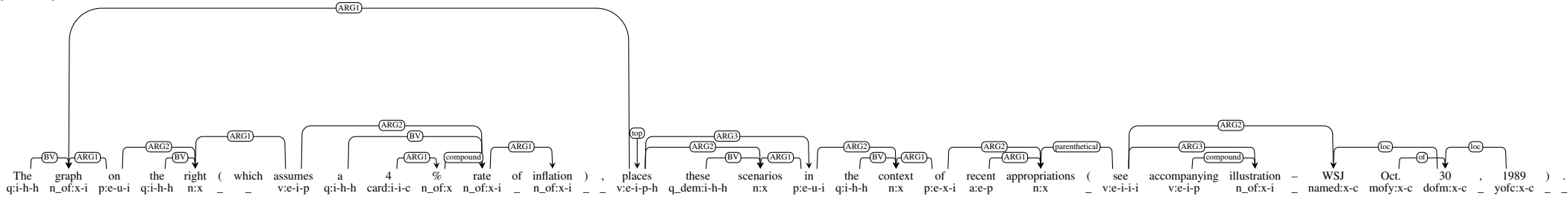
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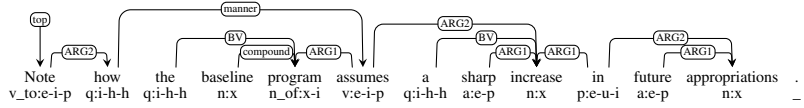
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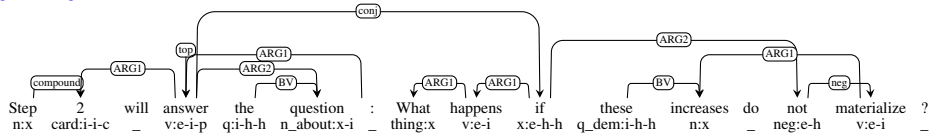
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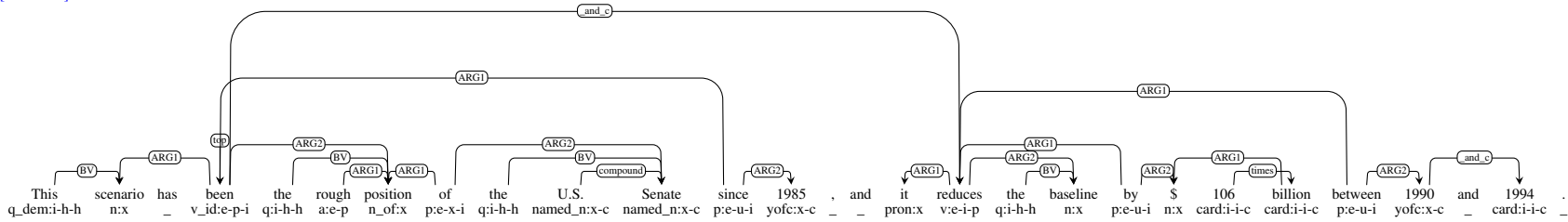
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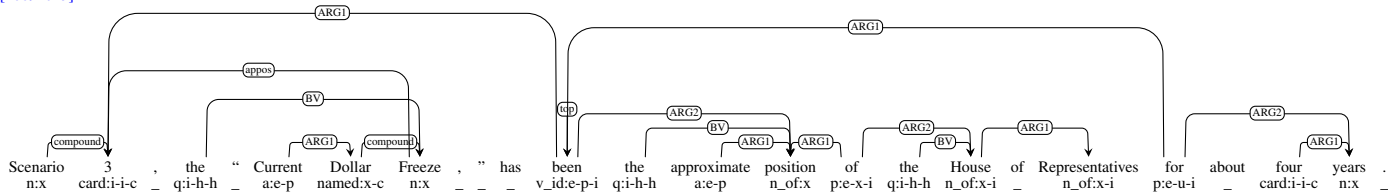
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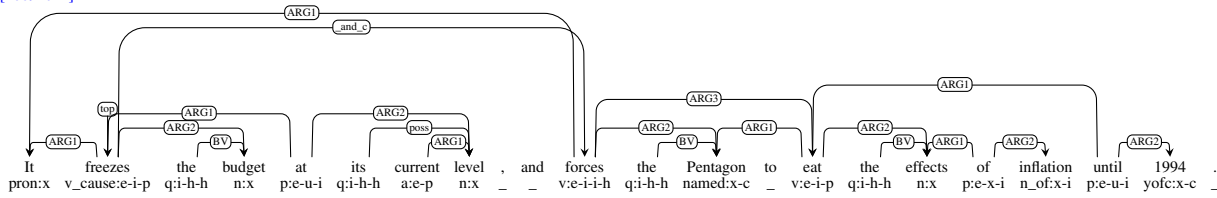
[20692042]



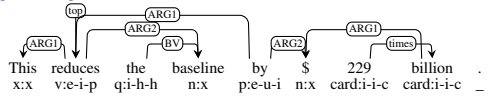
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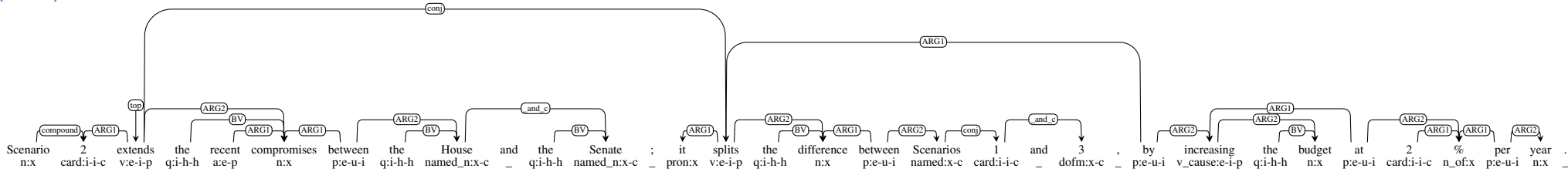
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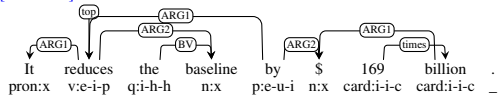
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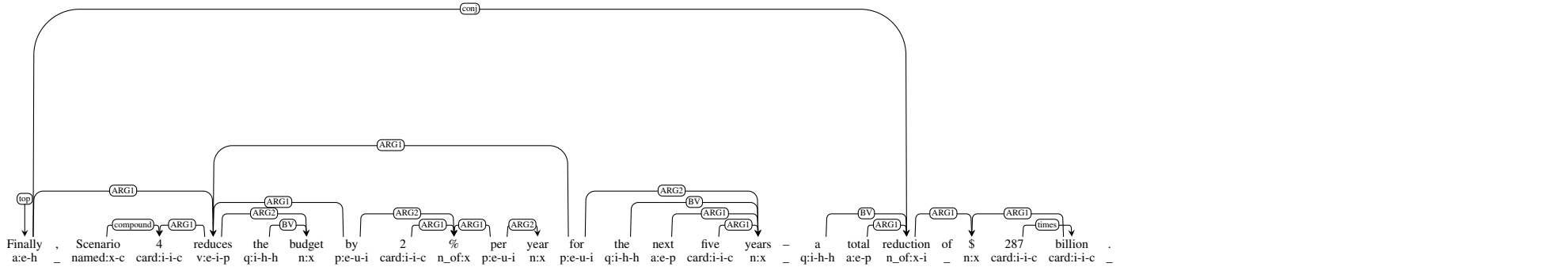
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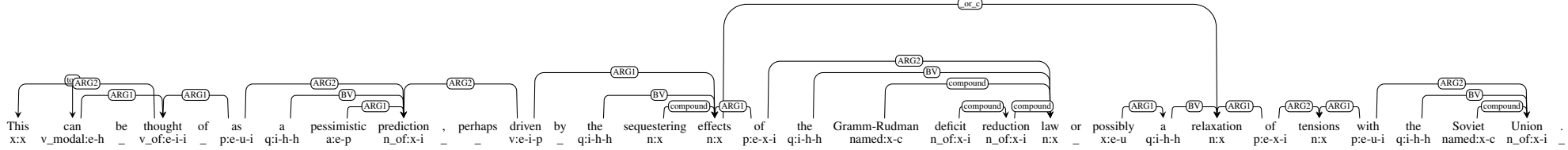
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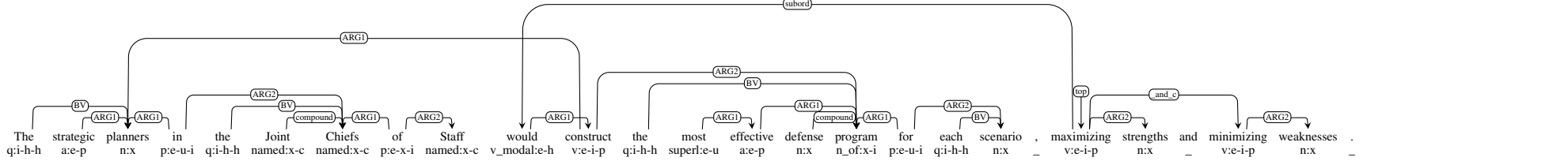
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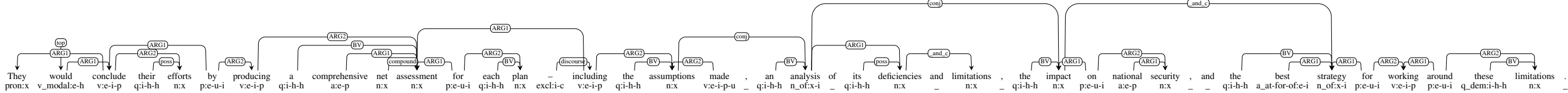
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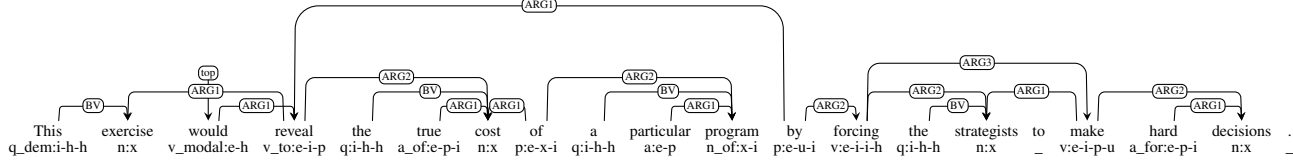
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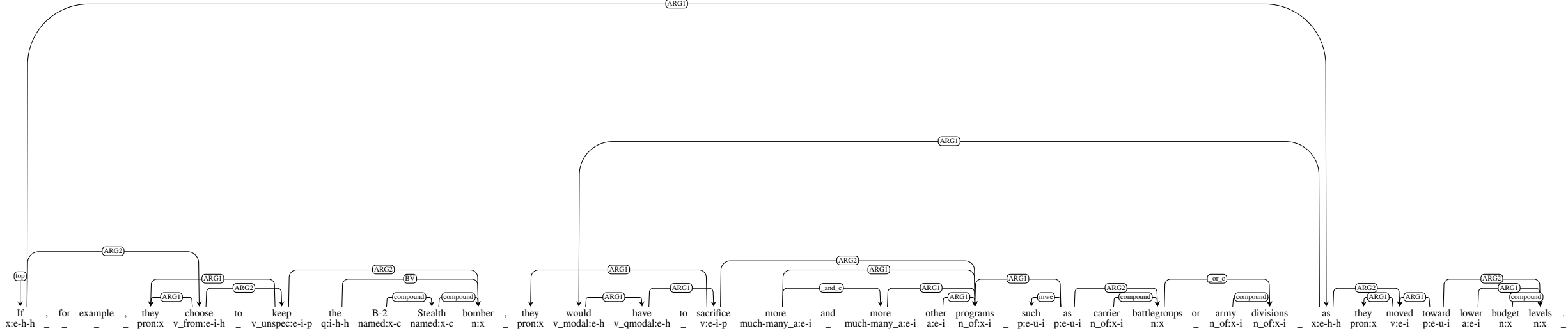
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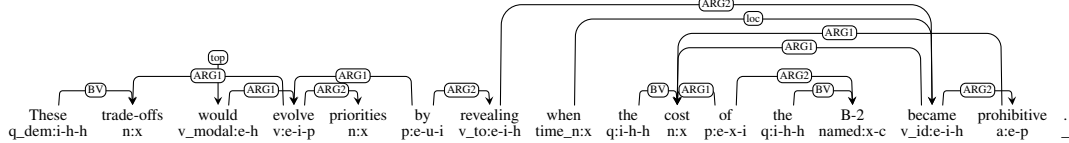
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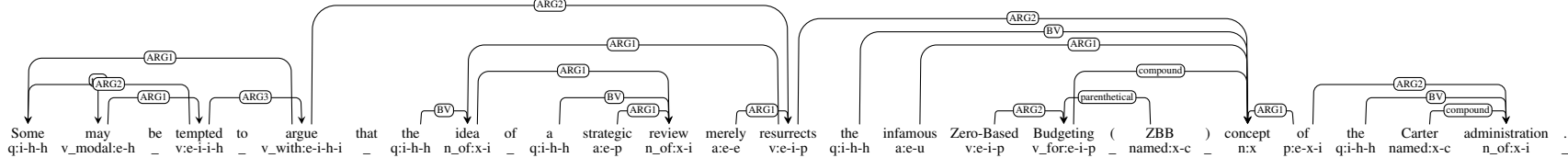
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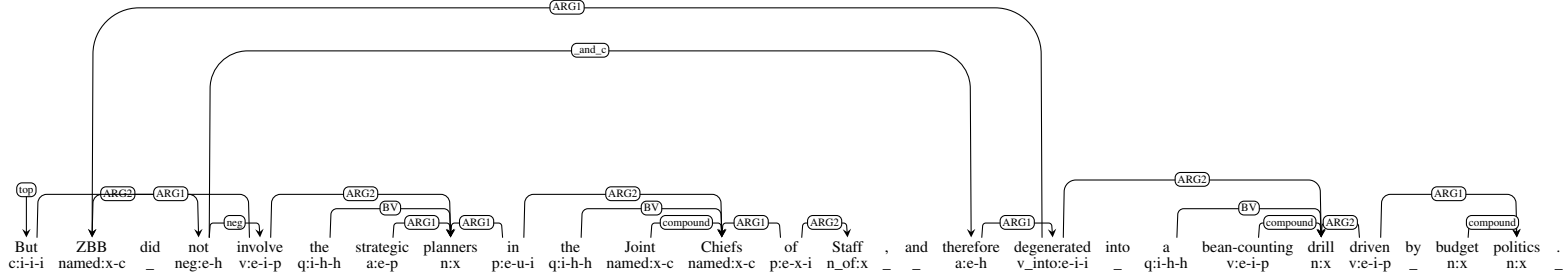
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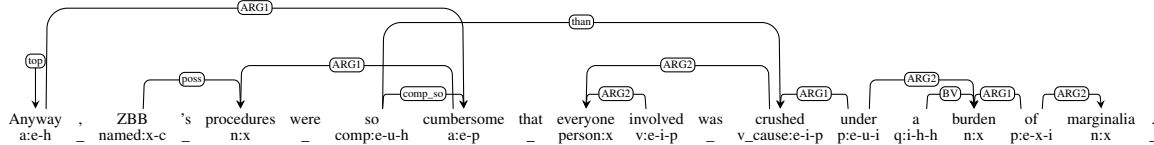
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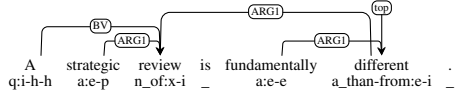
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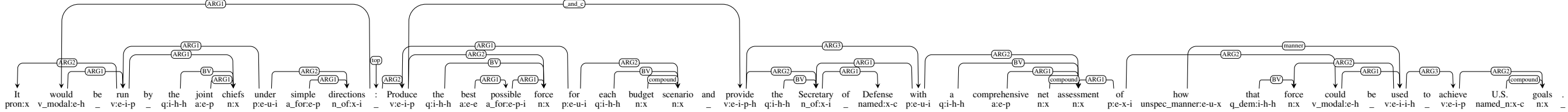
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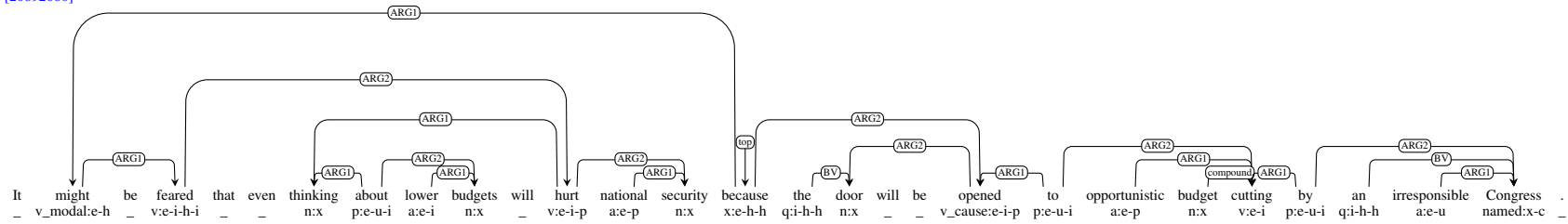
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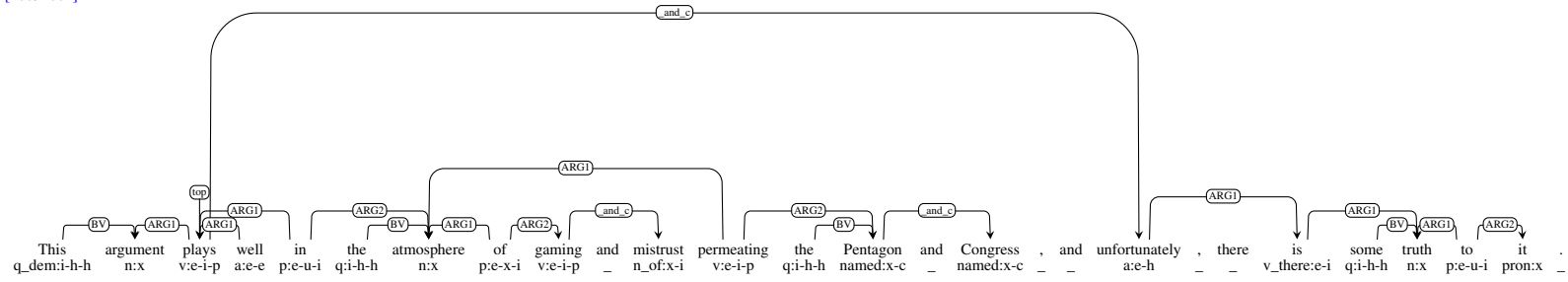
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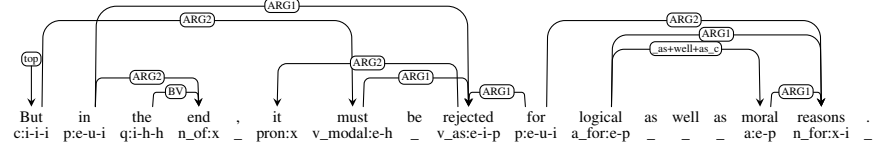
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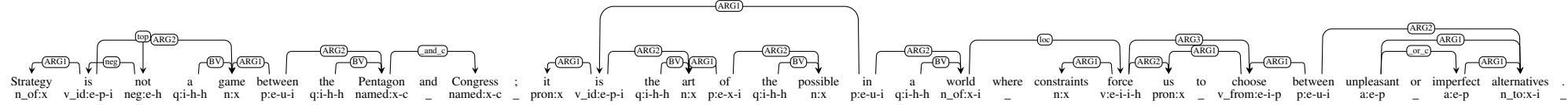
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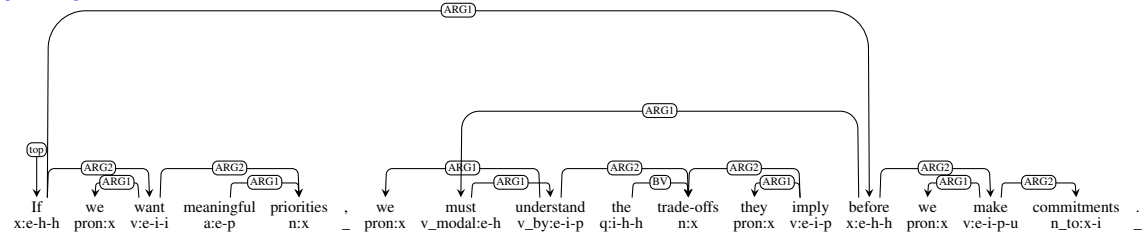
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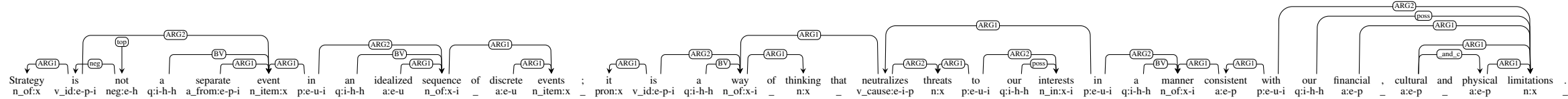
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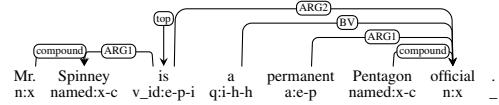
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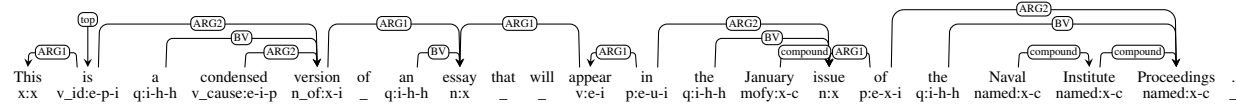
[20692066]



[20692067]



[20692068]



[20692069]

