Inspiration for this project came from Brig Gen John Harvey, USAFR (ret.), and Brig Gen Joseph Simeone, ANG, who served as Air Force Reserve and Air National Guard advisors to the Air Force Director of Strategic Plans during a critical period in the project. Lt Gen David W. Mcllvoy, Air Force Director of Strategic Planning at the inception of the project; his successors, Maj Gens Charles F. Wald and Norton A. Schwartz; and their deputy director, Dr. Clark Murdock, supported the project. Lt Col Cal Hutto, our Air Staff point of contact, provided essential coordination and support. Maj Carl D. Rehberg helped us with Air Force Reserve issues, while Maj Greg Riddlemoser and Mr. Gary Taylor provided similar support regarding the Air National Guard.

Forty individuals joined us at RAND in May 1998 for a forum that explored the issues addressed in this report. We thank all of the participants in that forum for helping us to focus on the right issues and to place them in appropriate perspectives. In particular, we thank Mr. Brian Sharratt, Deputy Assistant Secretary of the Air Force for Reserve Affairs; Maj Gen (ret.) Roger Sandler, president of the Reserve Officer Association; Maj Gen Sam Carpenter, military executive for the Reserve Forces Policy Board; Mike Higgins, a professional staffer for the House National Security Committee; and Larry Korb, a senior fellow at the Brookings Institute. Other participants in the forum, to whom we also owe our appreciation, include several state assistant adjutant generals for air, senior mobilization augmentees, senior staff members from the Air Staff and several major commands, academicians, and fellow members of the RAND staff.
Within RAND, Bob Roll, our program director at the inception of the project, provided strong leadership and valuable insight in shaping the project. Colleagues Don Palmer and Carl Dahlman provided helpful input and advice. Paul Steinberg and Jeanne Heller contributed immeasurably to the readability of the report. Reviews by Jack Graser and Dick Buddin sharpened our thinking in several areas.

Any remaining errors are, of course, our own.