

**DEPARTMENT OF THE AIR FORCE**  
**PRESENTATION TO**  
**THE COMMISSION ON THE NATIONAL GUARD AND RESERVE**

**SUBJECT: RESOURCING THE AIR RESERVE COMPONENT**

**STATEMENT OF: MAJOR GENERAL FRANK R. FAYKES, USAF**  
**DEPUTY ASSISTANT SECRETARY (BUDGET)**

**MAY 16, 2007**

**NOT FOR PUBLICATION UNTIL RELEASED**  
**BY THE COMMISSION ON THE NATIONAL GUARD AND RESERVE**



# BIOGRAPHY



## UNITED STATES AIR FORCE

### MAJOR GENERAL FRANK R. FAYKES

Maj. Gen. Frank R. Faykes is Deputy Assistant Secretary for Budget, Office of the Assistant Secretary of the Air Force for Financial Management and Comptroller, Headquarters U.S. Air Force, Washington, D.C. He is responsible for planning and directing Air Force budget formulations annually that total more than \$119 billion. He leads a staff of civilian and military financial managers that develop, integrate and defend Air Force resource requests to the Office of the Secretary of Defense, the Office of Management and Budget, and Congress. He manages and executes funding that supports military operations and Air Force priorities at the direction of the Secretary of Defense and Congress.



General Faykes was commissioned through the Air Force ROTC program at Virginia Tech and entered active duty in 1976. He has served in comptroller and command positions at all management levels -- wing, major command and Air Force headquarters. Prior to assuming his current position, General Faykes was Director of Financial Management and Comptroller, Headquarters Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio. In this position, he was responsible for the oversight of more than \$40 billion of the Air Force budget.

#### EDUCATION

- 1976 Bachelor's degree in economics, Virginia Tech, Blacksburg
- 1980 Master's degree in management, Troy State University
- 1981 Squadron Officer School, Maxwell AFB, Ala.
- 1983 Air Command and Staff College, by correspondence
- 1984 Comptroller Staff Officer Course, Sheppard AFB, Texas
- 1986 Professional Military Comptroller School, Maxwell AFB, Ala.
- 1987 National Security Management Course, by correspondence
- 1989 Armed Forces Staff College, Norfolk, Va.
- 1993 Air War College, Maxwell AFB, Ala.
- 2001 Seminar XXI Fellow, Massachusetts Institute of Technology, Cambridge

#### ASSIGNMENTS

1987 National Security Management Course, by correspondence  
1989 Armed Forces Staff College, Norfolk, Va.  
1993 Air War College, Maxwell AFB, Ala.  
2001 Seminar XXI Fellow, Massachusetts Institute of Technology, Cambridge

### **ASSIGNMENTS**

1. December 1976 - April 1978, management analysis officer, Strategic Communications Area, Offutt AFB, Neb.
2. May 1979 - May 1981, Chief, Cost and Management Analysis Branch, Comptroller Division, 401st Tactical Fighter Wing, Torrejon Air Base, Spain
3. June 1981 - June 1982, financial management student, Education-With-Industry Program, Eastern Airlines, Miami, Fla.
4. July 1982 - February 1985, Chief, Cost Factors Branch, and Budget Analyst and Executive Officer to the Comptroller, Headquarters Military Airlift Command, Scott AFB, Ill.
5. March 1985 - January 1989, action officer and budget analyst for operation and maintenance appropriation, Office of the Comptroller of the Air Force, Headquarters U.S. Air Force, Washington, D.C.
6. January 1989 - June 1989, student, Armed Forces Staff College, Norfolk, Va.
7. July 1989 - July 1992, Commander, 435th Comptroller Squadron, Rhein-Main AB, Germany
8. July 1992 - June 1993, student, Air War College, Maxwell AFB, Ala.
9. June 1993 - February 1996, Chief, Finance, Plans and Programs Division, and Chief, Budget Division, Headquarters Air Combat Command, Langley AFB, Va.
10. February 1996 - August 1999, Comptroller, U.S. Air Forces in Europe, Ramstein AB, Germany
11. September 1999 - July 2002, Director of Budget Operations and Personnel, Office of the Assistant Secretary of the Air Force for Financial Management and Comptroller, Washington, D.C.
12. August 2002 - June 2005, Director of Financial Management and Comptroller, Headquarters AFMC, Wright-Patterson AFB, Ohio
13. July 2005 - August 2005, special assistant to the acting Assistant Secretary of the Air Force for Financial Management and Comptroller, Headquarters U.S. Air Force, Washington, D.C.
14. September 2005 - present, Deputy Assistant Secretary for Budget, Office of the Assistant Secretary of the Air Force for Financial Management and Comptroller, Headquarters U.S. Air Force, Washington, D.C.

### **MAJOR AWARDS AND DECORATIONS**

Distinguished Service Medal  
Legion of Merit  
Meritorious Service Medal with four oak leaf clusters  
Air Force Commendation Medal  
Air Force Achievement Medal  
National Defense Service Medal

### **OTHER ACHIEVEMENTS**

1980 Cost and Management Analysis Officer of the Year, U.S. Air Forces in Europe  
1991 Comptroller Squadron of the Year Award, Military Airlift Command

### **EFFECTIVE DATES OF PROMOTION**

Second Lieutenant Dec. 9, 1976  
First Lieutenant Dec. 2, 1978  
Captain Dec. 2, 1980  
Major May 1, 1986  
Lieutenant Colonel April 1, 1990  
Colonel Feb. 1, 1995  
Brigadier General Sept. 1, 2000  
Major General Sept. 1, 2004

(Current as of September 2005)

Good morning, Mr Chairman and distinguished Commission members, and thank you for the opportunity to be here this morning. I'm pleased to represent the Air Force Financial Management and Comptroller leadership and to talk about how we resource the Air National Guard and Air Force Reserve. We are one, seamless, integrated total Air Force, for the defense of our great Nation.

The Total Force of integrated Active Duty (AD), Air National Guard (ANG) and Air Force Reserve Command (AFRC) is a seamless, unified team, heavily engaged around the world and waging the Global War on Terror (GWOT), and ensuring the President and Secretary of Defense have sovereign options for defending the Nation, its ideals and interests. We're not just standing still on this point; we're evolving our Total Force Integration efforts to provide growing and emerging mission areas to the Air Reserve Component (ARC) so the Nation can continue to be confident of success in our three warfighting domains: air, space and cyberspace.

Total Force Integration does not happen simply by policy or practice. It requires resourcing decisions that provide equal capability and training to all our components. As our Chief of Staff, General T. Michael Moseley testified in December 2006, we organize, train and equip our Total Force so the warfighter gets the right effects each and every time and is unable tell who is AD, ANG or AFRC. The effect is seamless and totally integrated. We consider the Total Force in everything we do as an Air Force – from budgeting to policy making, to organizing, to mission assignments, to deploying forces at home and abroad.

Our Air Force priorities are fighting and winning the Global War on Terror, developing and caring for our Airmen and their families, and recapitalizing and modernizing our aging aircraft and spacecraft. Our resource decisions are made to support those priorities, and Total Force integration is a critical theme woven throughout them. The constant question, “What is the impact on our Total Force?” remains a critical filter by which we look at every possible option for delivering the best combat capability for our Nation.

The Air Force uses a corporate structure for resource decisions from programming through execution, and the Air National Guard and Air Force Reserve are full, equal members represented by Lt Gen Craig R. McKinley, Director of Air National Guard and Lt Gen John A. Bradley, Chief of the Air Force Reserve and their staffs. Our corporate structure ensures ARC concerns and requirements are raised and adjudicated in light of the resource constraints on the Total Air Force. In the last Program Objective Memorandum cycle alone, the Air Force allocated an additional \$2.5 billion to the ARC for Total Force initiatives, excluding Base Realignment and Closure -related initiatives. These growing mission areas include Unmanned Aerial Vehicles, intelligence, space operations, front line combat and mobility aircraft such as the F-22A and C-17, and rapidly deployable Red Horse civil engineering elements. Our investment in these missions will ensure the ARC continues to be equipped with cutting edge technology and trained to effectively use them to meet future warfighting needs.

The ANG and AFRC are completely integrated into the Air Force’s collaborative planning and fiscal processes. Our commonality in training, tactics,

procedures and equipment ensures our effectiveness as the Joint Force provider for air, space, and cyberspace dominance to our Nation's combatant commanders.

The total Air Force budget for FY08 is \$110.7 billion dollars. Of this, our Active Duty funding accounts for \$98.2 billion dollars (or 89%) and includes modernization and recapitalization funds for the Total Force. The Air National Guard funding of \$8.2 billion (7%) and the Air Force Reserve \$4.3 billion (4%) funds all operations and personnel costs of the respective component.

For example, the Predators piloted by the California Air National Guard and the F-22As Air Force Reserve pilots are flying at Langley AFB were procured by Active Air Force funds. This arrangement not only simplifies the procurement and budgeting process but reflects how we build requirements – sized to Total Force requirements, irrespective of who operates the system. Since resourcing and readiness of ARC units are imperative to our Total Force initiatives, our long-term procurement strategy reflects and supports this commitment.

The Air Force provides over 98% of the funding for the Air National Guard, and 100% of the funds for the Air Force Reserve. Readiness accounts are treated consistently across all components and are challenged by the delayed receipt of GWOT supplemental funds as we balance priorities to ensure our warfighting requirements are given the highest priority for resource allocation.

The ANG and AFRC are full partners in the discussion and resolution of how we bridge the gap between demand for air, space and cyberspace capabilities and the funds and manpower we have. We're convinced that our Total Force

Integration efforts are the right flight plan for doing this in a fiscally responsible manner while continuing to focus on our top priorities.

Thank you Mr Chairman and Commission members for your interest in our Air Reserve Component and I look forward to answering your questions at this time.