

**DEPARTMENT OF THE AIR FORCE  
PRESENTATION TO THE COMMITTEE ON APPROPRIATIONS  
SUBCOMMITTEE ON DEFENSE  
UNITED STATES HOUSE OF REPRESENTATIVES**

**SUBJECT: AIR FORCE MOBILITY ISSUES**

**STATEMENT OF: MAJOR GENERAL RANDAL D. FULLHART  
DIRECTOR OF GLOBAL REACH PROGRAMS  
OFFICE OF THE ASSISTANT SECRETARY OF  
THE AIR FORCE FOR ACQUISITION**

**MARCH 5, 2009**

**NOT FOR PUBLICATION UNTIL RELEASED  
BY THE COMMITTEE ON APPROPRIATIONS  
SUBCOMMITTEE ON DEFENSE  
UNITED STATES HOUSE OF REPRESENTATIVES**



# BIOGRAPHY



## UNITED STATES AIR FORCE

### MAJOR GENERAL RANDAL D. "RANDY" FULLHART

Maj. Gen. Randal D. "Randy" Fullhart is Director, Global Reach Programs, Office of the Assistant Secretary of the Air Force for Acquisition, Headquarters U.S. Air Force, Washington, D.C. As the capability director, General Fullhart is responsible to the Air Force acquisition executive for airlift, air refueling, training and special operations programs.

General Fullhart received his commission in 1979 as a graduate of the U.S. Air Force Academy. He has commanded at the squadron, group and wing levels, and has also commanded two expeditionary flying squadrons, an expeditionary operations group in Operation Allied Force, an expeditionary wing in Operation Iraqi Freedom. In addition, he has served as the Commandant of the Air Command and Staff College. General Fullhart has held staff assignments that include experience in operations, safety, acquisition, and government affairs at the major command and Headquarters U.S. Air Force levels. He served at Headquarters U.S. Air Forces in Europe, and has joint experience at U.S. Transportation Command as well as joint, inter-agency experience as Deputy Chief, Central Security Service, National Security Agency. Prior to his current assignment, the general was Vice Commander, Air Force Cyber Command (Provisional), Barksdale Air Force Base, La.



General Fullhart is a command pilot with more than 3,500 flying hours in the C-141, KC-135, T-38 and T-37.

#### EDUCATION

- 1979 Bachelor of Science degree in international affairs, U.S. Air Force Academy, Colorado Springs, Colo.
- 1983 Squadron Officer School, Maxwell AFB, Ala.
- 1984 Marine Command and Staff College, by correspondence
- 1986 Air Command and Staff College, by correspondence
- 1988 Master of Arts degree in management, Webster University, St. Louis, Mo.
- 1995 Master of Arts degree in national security affairs, National War College, Fort Lesley J. McNair,

Washington, D.C.

2001 National Security Management Course, Maxwell School of Citizenship and Public Affairs, Syracuse University, N.Y.

2007 Intelligence Community Senior Leadership Program, National Security Agency, Washington, D.C.

## **ASSIGNMENTS**

1. June 1979 - June 1980, student, undergraduate pilot training, Williams AFB, Ariz.
2. July 1980 - September 1980, student, C-141 training, Altus AFB, Okla.
3. September 1980 - September 1985, C-141 copilot, aircraft commander and instructor pilot, Prime Nuclear Airlift Force, and Chief, Operations Resource Management Division, Current Operations Special Missions Planner, McGuire AFB, N.J.
4. September 1985 - November 1986, Air Staff Training Program officer, Logistics and Maintenance Budget Integration Office, Headquarters U.S. Air Force, Washington, D.C.
5. November 1986 - August 1989, C-141 formal school instructor, Chief of Squadron Training, and Chief of Wing Flying Safety, Altus AFB, Okla.
6. August 1989 - July 1991, Special Assignment Airlift Mission Director, Airlift Director, and special assistant to Deputy Chief of Staff of Operations for Quality, Headquarters Military Airlift Command, Scott AFB, Ill.
7. July 1991 - July 1994, government affairs officer and member, Commander in Chief U.S. Transportation Command Initiatives Team, U.S. Transportation Command, Scott AFB, Ill.
8. August 1994 - June 1995, student, National War College, Fort Lesley J. McNair, Washington, D.C.
9. June 1995 - October 1995, student, KC-135R training, Altus AFB, Okla.
10. October 1995 - October 1996, Commander, 912th Air Refueling Squadron, Grand Forks AFB, N.D. (March 1996 - June 1996, Commander, 92nd Expeditionary Air Refueling Squadron, Istres Air Base, France; July 1996 - September 1996, Commander, 4404th Air Refueling Squadron (provisional), Riyadh and Prince Sultan AB, Saudi Arabia)
11. October 1996 - May 1997, Deputy Commander, 319th Operations Group, Grand Forks AFB, N.D.
12. May 1997 - May 1998, Chief, Mobility Forces Division, Directorate of Global Reach Programs, Assistant Secretary of the Air Force for Acquisition, the Pentagon, Washington, D.C.
13. May 1998 - January 2000, Commander, 100th Operations Group, Royal Air Force Mildenhall, England (March 1999 - June 1999, Commander, 100th Expeditionary Operations Group, RAF Mildenhall, England)
14. January 2000 - October 2001, Assistant Director of Aerospace Operations, Headquarters U.S. Air Forces in Europe, Ramstein AB, Germany
15. October 2001 - August 2003, Commander, 92nd Air Refueling Wing, Fairchild AFB, Wash. (March 2003 - May 2003, Commander, 487th Expeditionary Wing, Cairo West AB, Egypt)
16. August 2003 - June 2004, Vice Director and Military Commander, Air Force Studies and Analyses Agency, the Pentagon, Washington, D.C.
17. June 2004 - October 2004, Commander, College of Aerospace Doctrine, Research and Education, Maxwell AFB, Ala.
18. October 2004 - June 2006, Commandant, Air Command and Staff College, Maxwell AFB, Ala.
19. July 2006 - August 2008, Deputy Chief, Central Security Service, National Security Agency, Fort George G. Meade, Md.
20. August 2008 - October 2008, Vice Commander, Air Force Cyber Command (Provisional), Barksdale AFB, La.
21. October 2008 - present, Director, Global Reach Programs, Office of the Assistant Secretary of the Air Force for Acquisition, Headquarters U.S. Air Force, Washington, D.C.

## **FLIGHT INFORMATION**

Rating: Command pilot

Flight hours: More than 3,500  
Aircraft flown: T-37, T-38, C-141A, C-141B and KC-135R

**MAJOR AWARDS AND DECORATIONS**

Defense Superior Service Medal  
Legion of Merit with two oak leaf clusters  
Bronze Star with oak leaf cluster  
Defense Meritorious Service Medal  
Meritorious Service Medal with four oak leaf clusters  
Aerial Achievement Medal  
Joint Meritorious Unit Award  
Air Force Outstanding Unit Award with "V" device and three oak leaf clusters  
Combat Readiness Medal  
Armed Forces Expeditionary Medal  
Global War on Terrorism Expeditionary Medal  
Global War on Terrorism Service Medal  
Humanitarian Service Medal  
Air and Space Campaign Medal

**EFFECTIVE DATES OF PROMOTION**

Second Lieutenant May 30, 1979  
First Lieutenant May 30, 1981  
Captain May 30, 1983  
Major Dec. 1, 1989  
Lieutenant Colonel March 1, 1994  
Colonel Sept. 1, 1998  
Brigadier General Jan. 1, 2005  
Major General June 19, 2008

(Current as of November 2008)

## **INTRODUCTION**

As the Director of Global Reach Programs, I oversee the acquisition of nearly 30 airlift, refueling, training, and Special Operations Forces programs. Approximately 50 acquisition professionals serve in the Directorate of Global Reach. Each day, these individuals work with industry, the Department of Defense, the Air Force and other Services, and the Congress to provide much needed capabilities to the warfighter.

It is imperative that we properly execute the acquisition process so we can effectively equip the warfighter. While Air Force Acquisition has experienced some challenges, with hard work we are successfully moving forward with our Global Reach programs. We look forward to working with the OSD staff to release a draft Request for Proposal (RFP) for the KC-X. We are completing the Combat Search and Rescue aircraft source selection in anticipation of a contract award this year. Procurement of C-17s and C-130Js is on-cost and on-schedule. Modernization programs for our C-5 and legacy C-130 fleets are performing well. Finally, the C-27J joint program is underway with the Army. In my testimony, I will provide more details about the successes of each of these programs.

### **AIR FORCE TOP TWO ACQUISITION PRIORITIES**

#### **KC-135 Tanker Replacement Program (KC-X)**

The KC-X remains the Air Force's highest procurement and recapitalization priority. Air refueling is critical to the entire joint and coalition military team's ability to project combat power around the world. The current fleet of Eisenhower-era KC-135s averages 48 years old.

KC-X tankers will provide increased aircraft availability, more adaptable technology, more flexible employment options, and greater overall capability than the current inventory of KC-135E and KC-135R tankers. The KC-X will be able to refuel receptacle and probe-equipped aircraft on every mission and to receive fuel in-flight as well. The KC-X will also be equipped with defensive systems to enhance its utility to the warfighter.

The KC-X program is based on a planned purchase of 179 aircraft and is the first of up

to three recapitalization programs to replace the entire legacy fleet. The Air Force has programmed approximately \$3.5 billion per year for an annual production rate of 12-18 aircraft. But even with this level of investment, it will take several decades to replace the 400+ KC-135s. Given the age of the fleet and the time required to recapitalize, it is absolutely critical for the Air Force to move forward now on this program.

The Air Force and the Office of the Secretary of Defense have been considering options for conducting a new source selection since the previous competition was terminated in September 2008. It is the Air Force's desire to begin another competition in Spring 2009 and award a contract in early 2010.

### **Combat Search and Rescue Aircraft (CSAR-X)**

The CSAR-X is the Air Force's next generation Combat Search and Rescue (CSAR) aircraft and continues to be the second acquisition priority after the KC-X. The Air Force plans to procure 141 CSAR-X aircraft to replace 101 aging HH-60G Pave Hawk helicopters.

Each Service is responsible to provide CSAR for its own operations, but the Air Force is the only Service with assets dedicated to CSAR. Air Force CSAR capability is available to the Joint Force commander at any time. The Joint Force Commander employs Air Force CSAR capability in support of other Services and components when the threat, location, or workload exceed another Service's inherent search and rescue capabilities.

The Air Force initially awarded a contract for the CSAR-X in November 2006. In February 2007, the Government Accountability Office sustained protests on the basis that the Air Force's calculation of Operations and Support costs were inconsistent with the RFP. After revising the RFP, the Air Force released RFP Amendment #7 in December 2008, shifting the schedule and funding profiles to the right by six months and clarifying how the Air Force will evaluate proposals. Responses were received from all offerors on January 20, 2009. The Air Force target for contract award is Spring 2009.

## STRATEGIC AIRLIFT

### **C-5 Modernization Programs**

The C-17 and C-5 fleets remain Air Force priorities to meet warfighter requirements for strategic airlift. The C-5 modernization effort is a two-phased program. The Avionics Modernization Program (AMP) provides modern, sustainable aircraft avionics, allowing the aircraft to efficiently access international airspace. This will allow the Air Force to more efficiently conduct peacetime operations and meet closure times for our Nation's war plans. The C-5 AMP effort continues at two modification centers at Dover Air Force Base, Delaware and Travis Air Force Base, California and will modify all 111 C-5 aircraft in the fleet.

The Reliability Enhancement and Re-engining Program (RERP) builds upon the C-5 AMP modification. C-5 RERP replaces the propulsion system and improves the reliability of over 70 systems and components.

Following a critical Nunn-McCurdy breach, USD (AT&L) certified a restructured C-5 RERP modernization of the entire C-5B/C fleet. Since the certification, the program has completed a Milestone C Defense Acquisition Board as well as an Interim Program Review in January 2009, earning USD (AT&L) approval to continue with Low Rate Initial Production.

The restructured program successfully completed developmental test and evaluation, meeting or exceeding all of its Key Performance Parameters. As part of this testing, the fully modernized aircraft, known as the C-5M, accomplished a non-stop flight from Travis Air Force Base, California to Royal Air Force Mildenhall, United Kingdom, via the polar route, without aerial refueling. The flight began at a gross weight of 807,000 pounds, well above the normal maximum of 769,000 pounds, established a continuous climb to an initial altitude of 33,000 feet, carried 120,000 pounds of cargo, and flew 4,770 nautical miles in approximately 11 hours. This is a vast improvement over legacy C-5A/B/C fleets, which would require aerial refueling to carry the same amount of cargo over the same distance.

The Air Force delivered the first C-5M to an operational unit on February 9 2009, piloted

by General Arthur Lichte, AMC's Commander, with Secretary John Young, USD (AT&L) and Secretary Sue Payton, Secretary of the Air Force for Acquisition, as proud passengers. The production program is delivering on cost and on schedule. These efforts will fully modernize 52 C-5s that meet the warfighter's requirements.

### **C-17 Production**

The C-17 continues to be a highly successful program and proven airlift workhorse for American defense. The Air Force recently took delivery of its 183rd aircraft, on-cost and on-schedule. Congress provided \$3.6 billion to the Air Force in fiscal year (FY) 2008 for 15 additional C-17s, bringing the current program of record to 205 aircraft. Combined with the C-5 program, this meets our current strategic airlift requirement.

The joint OSD/US Transportation Command-sponsored Mobility Capabilities Requirements Study should be released by the end of 2009 and is expected to offer additional insights into future airlift needs. The Air Force will continue to execute to the program of record while simultaneously developing the post production and transition plan. When Boeing decides to close the C-17 production line, the planning activities will ensure a viable supply chain for long-term fleet sustainment.

### **TACTICAL AIRLIFT**

The legacy C-130, C-130J, and C-27J aircraft provide tactical airlift for the warfighter. Whereas our strategic airlift fleet provides mostly long-distance cargo transportation, the tactical airlift fleet serves our shorter-distance intra-theater missions.

### **C-130 Avionics Modernization Program (AMP)**

The C-130 AMP program modernizes the Air Force's 221 C-130 legacy combat delivery aircraft to increase reliability, maintainability, and sustainability. It provides the aircraft with a common avionics suite and standardized cockpit configuration that will satisfy all mandated Communications, Navigation, Surveillance/Air Traffic Management System and Air Force Navigation safety requirements, allowing these aircraft to safely and effectively operate



worldwide in today's and tomorrow's airspace. In addition to meeting these requirements, AMP will also lower the cost of ownership and increase survivability of the C-130 combat delivery fleet.

Boeing, the AMP's prime contractor, is performing well against the recently reestablished baseline. To date, three test aircraft have been modified with C-130 AMP. Since the first flight in September 2006, the three AMP equipped aircraft have flown 272 flights totaling over 787.6 flight hours with a 97% effectiveness rating. No serious technical issues have been noted. The program received Milestone Decision Authority approval in FY 2008 to procure the first two AMP Low Rate Initial Production kits.

### **Continued C-130J Production**

The C-130J is a key component of the intra-theater airlift modernization effort. The AMC identified a need for 143 combat delivery C-130Js to meet intra-theater airlift requirements. Through the Defense Appropriations Acts and Global War on Terror Supplementals, Congress has funded 90 C-130Js, 10 WC-130Js, 7 EC-130Js, 2 HC-130Js, and 11 MC-130Js. Of the 34 C-130J aircraft funded by Congress in FY 2009, the Air Force has placed 30 on contract and expects to place the remaining four on contract by September 2009. The C-130J Multi-Year Procurement Contract ended in FY 2008 and all aircraft currently being procured are using annual procurement contracts. As of February 2009, the United States Air Force has fielded 68 total C-130J aircraft.

### **C-27J**

The C-27 is a joint Army and Air Force program to procure a small cargo aircraft supporting the delivery of Time Sensitive / Mission Critical cargo and personnel to Army forces. In addition, the C-27J will be capable of supporting intratheater airlift missions. Therefore, both Services will be equipped to provide general airlift support to joint forces as well as direct support to Army forces. To date, two aircraft have been delivered to the Army to support the joint test program and aircrew training. The next Army delivery occurs in FY 2010 and Air Force

procurement and delivery will follow.

### **CONCLUSION**

The timely acquisition of critical refueling, CSAR, and mobility programs will be an ongoing priority for the Air Force. The warfighter depends on the Air Force's acquisition workforce to procure these aircraft platforms so they can execute the mission they have been given. The Air Force will continue to focus its efforts on modernizing and recapitalizing our aging weapons systems. We appreciate Congress' ongoing support for Air Force mobility programs.