



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
COMBAT SUPPORT & COMBAT SERVICE SUPPORT
6501 EAST ELEVEN MILE ROAD
WARREN, MICHIGAN 48397-5000

SFAE-CSS

MEMORANDUM FOR Director U.S. Army Acquisition Support Center, (Mr. Craig Spisak),
9900 Belvoir Road, Building 201, Fort Belvoir, VA 22060-5567

SUBJECT: 2019 Army Acquisition Executive's Excellence in Leadership Award – Project
Management/Project Director Office Professional of the Year Award (O6 Level)

1. I am pleased to endorse and nominate Colonel Shane N. Fullmer as the Program
Executive Office Combat Support and Combat Service Support, Project Manager
Professional of the Year Award (O6 Level).

2. Colonel Fullmer superbly led the Joint Project Office Joint Light Tactical Vehicle Program
in the lifecycle management of three families of vehicles and their companion trailers: (1) the
Joint Light Tactical Vehicle (JLTV) (2) the Light Tactical Vehicle (LTV), and (3) Ground
Mobility Vehicle (GMV). He skillfully managed a funding profile of over \$2.4B dollars and a
296 member Joint-service workforce through critical milestones to advance two ACAT IC
programs (JLTV and High Mobility Multi-purpose Wheeled Vehicle (HMMWV)) and five
ACAT III programs GMV, MT200, M1061, Light Engineer Utility Trailer (LEUT), and Light
Tactical Trailer. His leadership during this period is marked by several key accomplishments
to include, but not limited to: (1) Approval of JLTV Full Rate Production (2) Approval of JLTV
Conditional Material Release (3) reaching a production quantity of 3,761 JLTVs and the
fielding of 452 vehicles achieving the First Unit Equipped (FUE) and fielding plan
requirements on-time (4) Awarded the LEUT production contract for 1,505 trailers (5) the
delivery and fielding of 111 GMVs achieving the FUE and fielding plan requirements on-time
(6) Release of the first Infantry Squad Vehicle Request for Project Proposal, (7) a HMMWV
contract award valued at \$2.27B for Foreign Military Sales and Department of Defense
Production and M1167 vehicle repair and Public Private Partnership contract award for
HMMWV Ambulances

3. Colonel Fullmer occupies an acquisition workforce designated position. He is fully certified
Level III in Program Management and holds a secondary certification Level I in Life Cycle
Logistics. He exceeded the goal of 80 Continuous Learning Points (CLP) for the training
period covering 01 Oct 2016 to 30 Sep 2018 totaling of 158 CLP's.

4. Point of contact for this award is Mr. Christopher Brouwer at COM (586) 239-3784 or
email: christopher.m.brouwer.civ@mail.mil.

Encl
Nomination Submission

TIMOTHY G. GODDETTE
Program Executive Officer,
Combat Support & Combat Service Support

Assistant Secretary of the Army for Acquisition, Logistics, and Technology

2019 Army Acquisition Executive's (AAE) Excellence in Leadership Award

***PROJECT MANAGEMENT/PROJECT DIRECTOR PROFESSIONAL OF THE YEAR (06
LEVEL)***

Administrative Information

Nominating Organization

Organization's Name: Program Executive Office Combat Support & Combat Service Support
(PEO CS&CSS) Joint Project Office, Joint Light Tactical Vehicles (JPO JLTV)

Mailing Address: 6501 East 11 Mile Rd. (MS 640)

City: Warren State: MI Zip: 48397-5000

Primary Point of Contact

Name: Christopher M. Brouwer

Title: Deputy Project Manager, Joint Project Office, Joint Light Tactical Vehicles

Telephone: (586) 239-2105 or (586) 770-0076

E-mail: christopher.m.brouwer.civ@mail.mil

Name, Grade, and Position Title of Nominee

Name: Shane N. Fullmer

Grade: PM/ 06 COL

Title: Project Manager, Joint Project Office Joint Light Tactical Vehicles

E-mail: shane.n.fullmer.mil@mail.mil

NOMINATION NARRATIVE:

Specific achievements: During this period, COL Fullmer skillfully managed a funding profile of over \$2.4B dollars and led a 296 member Joint-service workforce through critical milestones resulting in significant advancement of two Acquisition Category (ACAT) IC programs, the Joint Light Tactical Vehicle (JLTV) and High Mobility Multi-purpose Wheeled Vehicle (HMMWV) and five ACAT III programs, the Ground Mobility Vehicle (GMV), Medium Trailer (MT) 200, MT 106A1, Light Engineer Utility Trailer (LEUT) Type II, and Light Tactical Trailer (LTT)). His specific achievements are traceable to several key accomplishments to include, but not limited to: approval of JLTV Full Rate Production (FRP); approval of JLTV Conditional Material Release; reaching a production quantity of 3,761 JLTVs and the fielding of 452 vehicles, achieving the First Unit Equipped (FUE) and fielding plan requirements on-time; award of LEUT production contract for 1,505 trailers; the delivery and fielding of 111 GMVs achieving FUE and fielding plan requirements on-time; release of the Infantry Squad Vehicle (ISV) Request for Project Proposal (RPP); a HMMWV contract award valued at \$2.27B for Foreign Military Sales and Department of Defense Production, and award of Public Private Partnership contract for HMMWV Ambulances.

Value of the nominee's contributions supporting one or more of the ASA(ALT)'s priorities: COL Fullmer built strong industry partnerships, insisting on robust, consistent industry participation in all development efforts. His clear vision to include industry participation during significant events and collaboration amongst Government and key partners, provided the stakeholder engagement necessary to "proactively inform and shape program requirements and ensure successful development and procurement of Tactical Wheeled Vehicles, which has delivered reliable and networked protected mobility for personnel and payloads to meet Warfighter needs in a complex environment across the range of Military Operations."

Leading the JLTV program, he introduced the strongest automotive quality standards ever used for Military Ground Vehicles, ensuring continued high levels of readiness for the fleets. He led government teams in implementing contract requirements which required third party certification of International Automotive Task Force 16949 and full implementation of the Automotive Industry Action Group Advanced Product Quality Planning tools. These efforts have resulted in a level of quality and manufacturing innovation never before seen at a tactical vehicle manufacturer, and a culture shift toward preventing defects rather than detecting and correcting. This quality management approach has manifested in demonstrated vehicle reliability in excess of four times the user requirement, an unprecedented achievement for a new-start vehicle program.

Demonstration of leadership: COL Fullmer, as Project Manager for the JPO JLTV, provided leadership and direction for the Army's entire Light Tactical Vehicle (LTV) portfolio to include the JLTVs, legacy HMMWVs, Light Tactical Trailers, and GMVs. This includes working across the enterprise on a cohesive LTV strategy, to include how HMMWVs that are displaced by JLTV will be retained, sustained, and potentially modernized. He enabled and promoted information sharing to support informed decision making by bringing organizations together to discuss issues, gather information, and present details to community regarding the technical maturity, capabilities, and cost of the systems available today and in the future. The interaction

he stimulated and information he provided was extremely valuable in managing the constant balance of requirements and resources to ensure readiness and capability. In fact, the information exchange continued through the LTV Army Requirements Oversight Committee process where he was key in providing clear and consistent information to support a decision by Army senior leaders.

COL Fullmer's dynamic leadership, during a time of competing priorities, and compressed schedules, was critical in keeping the workforce engaged, and the vendors focused. Despite the stress and uncertainty surrounding the supporting programs, he led the workforce and vendors in meeting the top program office goals: a successful JLTV FRP Decision, a major contract award for HMMWV ambulances, HMMWV Anti-lock Brake and Electronic Stability Control systems, the release of the ISV RPP, and the initial fielding of JLTVs and GMVs.

Project Manager/Project Director specific criteria: COL Fullmer set the Army standard for completing critical events on time while achieving performance above the established requirement. The JLTV program met all entrance criteria and Acquisition Program Baseline threshold requirements for cost, schedule, and performance, resulting in a successful FRP Decision. The program even exceeded some thresholds and met some objectives. The program exceeded its reliability Key Performance Parameter delivering a system more than ten times as reliable as the HMMWV at a Program Acquisition Unit Cost 15.6% below the Original Unit Cost Report. When multiplied by the total quantity planned for procurement (49,099), is an overall program cost reduction of ~\$3.4B.

Through COL Fullmer's leadership, the program office developed and utilized a new and novel approach to collect various forms of cost data from the JLTV prime contractor. This data collection strategy was later cited by Office of the Secretary of Defense Cost Assessment & Program Evaluation (OSD CAPE) leadership in a memo to the Undersecretary of the Army as a model of diligence and forethought to monitor contractor cost compliance. COL Fullmer recognized the value of cost data reporting, which was utilized as the basis of the Joint Cost Position (JCP) and selected by the AAE as the program cost model. Use of Cost and Software Data Reporting (CSDR) in the development of the JCP reduced the Average Unit Manufacturing Cost projection for the 2nd contract by 5% allowing the Army to utilize those resources against future requirements. Logistics data collected during LRIP testing was used to estimate O&S costs in the JCP and reduced the JLTV cost per mile by 11%.

Under COL Fullmer's leadership, the LTV programs completed several key events while remaining within cost, schedule, and performance parameters. Examples include: ordering of 2,998 and completing production of 2,325 M997A3 Ambulances; award of \$89M in "Congressional Add" funding to procure 740 M1152A1 HMMWVs, the award of \$6.6M to add Anti-lock Braking System (ABS) and Electronic Stability Control (ESC) to 740 Army National Guard M1152A1s, mitigating the occurrence of deadly rollovers and vehicle crashes; award of \$23M to recapitalize M1165A1B3 and M1152A1B2 HMMWVs that will fully modernize some of the oldest up-armored HMMWVs providing improved safety, performance, and reliability; the completion of Milestone C for the LEUT II program, award of a \$66.5M production contract, critical design review, testing, and logistic demonstration were all successfully completed, and the first 11 Low Rate Initial Production assets have been delivered.

Award Citation

Colonel Fullmer superbly led the Joint Project Office Joint Light Tactical Vehicle Program (JPO JLTV) in the lifecycle management of three families of vehicles and their companion trailers: the JTLV, the Light Tactical Vehicle, and the Ground Mobility Vehicle (GMV). He skillfully managed a funding profile of over \$2.4B dollars and a 296 member Joint-service workforce through critical milestones to advance two Acquisition Category (ACAT) IC programs (JLTV and High Mobility Multi-purpose Wheeled Vehicle (HMMWV)) and five ACAT III programs (GMV, Medium Trailer 200, M1061, Light Engineer Utility Trailer, and Light Tactical Trailer (LEUT). His leadership during this period is marked by several key accomplishments, the JLTV Full Rate Production approval; the JLTV Conditional Material Release approval; the production of 3,761 JLTVs and the fielding of 452 vehicles achieving the First Unit Equipped (FUE); a LEUT production contract award for 1,505 trailers; the delivery and fielding of 111 GMVs achieving the FUE; the Release of the first Infantry Squad Vehicle Request for Project Proposal, and a HMMWV contract award valued at \$2.27B for Foreign Military Sales and Department of Defense Production and M1167 vehicle repair and Public Private Partnership contract award for HMMWV Ambulances.

