

**UNITED STATES TRANSPORTATION COMMAND  
(USTRANSCOM)  
POLICY DIRECTIVE 90-34  
8 SEPTEMBER 2011**

**Command Policy**

**Agile Transportation for the 21st Century General Officer Steering Group**

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**A. PURPOSE:** To establish the Agile Transportation for the 21st Century (AT21) General Officer Steering Committee (GOSC). AT21 is a concerted joint effort among the Department of Defense, USTRANSCOM, the Transportation Component Commands (TCC), Defense Agencies and the Geographic Combatant Commands that requires continuous dedicated oversight and leadership to ensure success. The AT21 GOSC shall work within the framework of the established USTRANSCOM Corporate Governance Process (CGP) (USTRANSCOM Instruction 90-6), to provide overall guidance and direction as USTRANSCOM develops and fields AT21 capabilities in accordance with the AT21 Operational Concept Description and AT21 Capability Development Document.

**B. APPLICABILITY:** Applicable to all military and civilian personnel assigned or attached to USTRANSCOM and its TCCs.

**C. POLICIES AND PROCEDURES:**

**1.** All AT21 development efforts support functional processes that deliver AT21 operational outcomes. The primary reason for establishing the AT21 GOSC is to ensure all current or proposed AT21-related exploratory/research, concept development, production, utilization, support, and retirement activities support AT21 operational outcomes which improve cost, quality, speed, and/or reduce risk of capability delivery to the enterprise.

**1.1.** The GOSC provides guidance and direction to the AT21-related deployment and distribution processes that affect the Joint Deployment and Distribution Enterprise. The AT21 GOSC is the sole authority for prioritizing requirements and deploying capabilities in accordance with the AT21 Program Management Charter.

**1.2.** The AT21 GOSC will be the focal point for AT21 change requests within its scope as managed by the AT21 Configuration Management Board. The GOSC will submit new capability needs outside the scope of the AT21 program into the CGP single requirements capture process.

**1.3.** The AT21 GOSC will provide overall guidance and direction on issues referred by the AT21 Integrated Product Teams for the development and deployment of AT21 capabilities across the doctrine, organization, training, material, leadership, personnel, facilities spectrum, and policy.

**1.4.** Specifically excluded from the purview of the AT21 GOSC are those investigative efforts for next generation capabilities that are not poised to deliver operational capabilities. The AT21 GOSC will determine the classification for initiatives as either operational or requiring next-generation investigation.

**1.5.** The members of the AT21 GOSC are as follows:

**1.5.1.** AT21 GOSC Co-Chairs: Directors of USTRANSCOM Operations and Plans (TCJ3) and Strategy, Policy, Programs, and Logistics (TCJ5J4).

**1.5.1.1.** Principal Members: USTRANSCOM Directors of Command, Control, Communications and Computer Systems Directorate (TCJ6), Program Analysis and Financial Management (TCJ8), Acquisition (TCAQ), and Joint Distribution Process Analysis Center (TCAC); \*Air Mobility Command Director of Operations; \*U.S. Army Military Surface Deployment and Distribution Command Transportation Engineering Agency, and AT21 manager; \*Military Sealift Command Director Strategic Sealift and Prepositioning; and Defense Logistics Agency Transportation Branch Chief. (\* with permission of individual's commander.)

**1.5.1.2.** Advisory Members: USTRANSCOM Command Surgeon (TCSG), AT21 Program Manager, technical advisors, and consultants from USTRANSCOM, component commands, Defense Agencies, Geographic Combatant Commands, or other interested parties. By invitation, the GOSC may elect to have other governmental agency and private industry partners present for the express purpose of providing specialized technical information.

**1.5.1.3.** Transformation Integrator (TCCS-TI): The USTRANSCOM Commander has assigned the TCCS-TI the overall responsibility and authority to implement the AT21 vision. In this context, TCCS-TI shall be responsible for providing command-level liaison and vision for integration and facilitating AT21 vision decisions and presentations to the USTRANSCOM Commander and Deputy Commander. TCCS-TI's role on the GOSC is to steer discussions and provide commander's intent to ensure GOSC decisions are made with full knowledge and understanding of the Commander's vision of AT21.

**D. EFFECTIVE DATE AND IMPLEMENTATION:** This policy directive is effective immediately.

MARK D. HARNITCHEK  
Vice Admiral, U.S. Navy  
Deputy Commander

OPR: TCAQ-T