

# GENERAL NORTON A. SCHWARTZ

## 7 SEPTEMBER 2005 TO 11 AUGUST 2008

Two objectives characterized Air Force General Norton A. Schwartz's tenure as the first full-time commander of USTRANSCOM: continue to advance the many initiatives already underway and run the command more like a business.

The wars in Afghanistan and Iraq remained the top priority. In their support, the command transported 2.5 million passengers, 3 million short tons of cargo, and 5,667 battle casualties. At the same time, USTRANSCOM participated in disaster relief operations following hurricanes in the United States, an earthquake in Pakistan, and wildfires in California; evacuated US citizens from Lebanon when conflict flared up between Lebanon and Israel; and supported peacekeeping operations in the Balkans.

As the Distribution Process Owner (DPO), General Schwartz pushed forward numerous programs. He expanded the deployment distribution operations center concept from US Central Command to all combatant commands. The contract for the Distribution Transportation Coordination Initiative was awarded, and operations began to provide central management of Department of Defense (DOD) freight shipments in the United States. Fielding of the Joint Task Force-Port Opening capability to open and manage ports at the onset of contingencies started. A program to merge the Defense Logistics Agency's Integrated Data Exchange distribution system and USTRANSCOM's Global Transportation Network got underway.

General Schwartz also completed the institutionalization of the DPO authorities in the Unified Command Plan and DOD directives. Under his leadership, savings and cost avoidances from DPO-related initiatives totaled nearly \$1.5 billion. In addition, the command became DOD's proponent for automated identification technology to improve asset visibility throughout the supply chain.

Following approval of the 2005 Base Realignment and Closure Commission's final report, General Schwartz began implementing the plan to transform USTRANSCOM. He published the business and programming plans and acquired funds to build a facility to house command functions and the Surface Deployment and Distribution Command (SDDC) headquarters. Meanwhile, SDDC moved its staff from Washington D.C. to a temporary facility on Scott Air Force Base, Illinois. General Schwartz consolidated the bulk of USTRANSCOM's, SDDC's, and Air Mobility Command's contracting staffs to centralize execution of strategic level contracts.

He also established the Joint Distribution Process Analysis Center with personnel from the three organizations to be a center of analytic expertise.



The Joint Intelligence Center-Transportation evolved into the Joint Intelligence Operations Center during General Schwartz's tenure to improve the capability to anticipate threats and conduct analysis. General Schwartz obtained additional funds to increase the size of the new USTRANSCOM building so intelligence and operations functions could be integrated.

Under General Schwartz, "a promise made will be a promise kept" became the mantra of the command. Assessing his time as USTRANSCOM commander, he posited that "I think by and large we have left the command in a state where people believe that we'll do what we say we'll do. And that we'll do it with some consideration for cost and performance." That reputation contributed to his selection as the nineteenth Chief of Staff of the United States Air Force.

