United States Southern Command Command Strategy 2018

Partnership for the Americas

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Commander

United States Southern Command

December 2008

The United States Southern Command (USSOUTHCOM) Command Strategy for 2018 provides the vision for how we hope to become a more interagency oriented organization seeking to work with U.S. and international partners to support security and stability in the Americas. Our vision and strategy respond to the ever-constant mandate to meet our joint military requirements and to recognize the increasing importance of integrating all instruments of national capability to meet the challenges of the future throughout the hemisphere. As we move into the future, we are committed to helping build a focused, collaborative approach that will enable all of us to work together to fulfill the promise of the Americas.

The word "promise" has two different, but equally important meanings. The first meaning is a mutual agreement between parties — an unbreakable bond. The second meaning is the intention to accomplish a mission or to do something vital and important. The United States Southern Command fully commits to meet both definitions. We "promise" to be a reliable partner across the hemisphere as we face tough challenges together. We will also work with our partners to help unlock the "promise" of the future.

This strategy is a living document. While we will formally review this strategy every two years, we will make changes whenever we need in order to take advantage of emerging opportunities.

In the end, our goal is simple: build relationships and work cooperatively together in the context of both interagency and international activities to ensure security and enhance stability through a strong partnership for the Americas.

J. STAVRIDIS
Admiral, U.S. Navy

EXECUTIVE SUMMARY

This Command Strategy (CS-2018) provides the framework for achieving USSOUTHCOM's goals and objectives for 2018. The framework defines the linkages, explores future challenges, and determines the ways and means for USSOUTHCOM to assist in fulfilling the promise of the hemisphere. Finally, the document provides the way ahead for turning these concepts into the capabilities required to achieve success.

LINKAGES

The Americas are inextricably linked. We celebrate our diversity and different cultural traditions and histories, but we also recognize that we have much in common:

- Demographically
- Economically
- Socially
- Politically
- Culturally
- Linguistically
- Militarily

CHALLENGES

The potential for force-on-force military actions between two or more nations in the region is relatively low; however, we face many other conditions and challenges that threaten security and stability:

- Poverty and Inequality
- Corruption
- Terrorism
- Crime
- Illegal Drugs
- Natural Disasters

FULFILLING THE PROMISE: 2018

We must work together, as partners, to unlock the "promise" of the future in our shared hemisphere. Success in 2018 depends upon creating a hemispheric security environment that is inclusive and beneficial to all. Our vision and goals will, along with the cooperation of our interagency partners and partner nations, lead us to help fulfill the promise.

- Vision 2018: An interagency oriented organization seeking to support security and stability in the Americas.
- Goals:
  - *Hemispheric;*
    1. Ensure Security
    2. Enhance Stability
    3. Enable Partnerships
  - *Governmental Enterprise;*
    4. Evolve our Enterprise

MEANS

The means are simply the resources we will use to enable the ways/concepts to accomplish the ends/objectives. Our People, Systems, and Financial Resources are the primary means we will rely upon to fulfill the promise.

OPERATIONALIZING THE STRATEGY

The Command Strategy provides overarching guidance for the United States Southern Command. The Theater Campaign Plan (TCP) is the next step in the command planning and resource allocation process, and will support this strategy.

USSOUTHCOM – PARTNERSHIP FOR THE AMERICAS!

INTRODUCTION

This command strategy serves as the template that defines the goals, objectives, and concepts that will guide the command's efforts as we look toward 2018. The strategy begins with a discussion of the common linkages that bind together the nations of our hemisphere. It then addresses the common challenges that affect the security and stability of all nations in the region. Finally, the document provides the way ahead for turning these concepts into capabilities that will achieve the command's goals and objectives through 2018.

LINKAGES

The National Security Presidential Directive outlining our Western Hemisphere strategy tells us *"the Western Hemisphere is our home. By virtue of geography, history, culture, demography, and economics, the United States is linked to our Hemispheric partners in ways unmatched elsewhere in the world."*[1] These linkages, as outlined by the president, provide the basis for addressing the common challenges that affect the security and stability of all nations in the region. We are all one group of people in the Americas. We celebrate our diversity and different cultural traditions and histories, but we also recognize that we have much in common. Simply looking at a map underscores the obvious physical connection between our nations. However, we are tied together in ways far beyond physical proximity; the hemisphere is linked demographically, economically, socially, politically, culturally, linguistically, and militarily.

Demographics

There are significant and increasing demographic ties throughout the Western Hemisphere. Today, approximately 15 percent of U.S. citizens claim a Latino heritage. By the middle of the century, this could easily rise so that nearly one third of the population of the United States will trace its heritage to Latin America and the Caribbean.

This hemisphere is our shared home. More than 500 million people – one-half of the hemisphere's population - live in Central and South America and the Caribbean. United Nations statistics show that in 2000, Latin America and the Caribbean consisted of 8.6 percent of the world's population. While this percentage is expected to remain static, the actual population in real numbers may grow to 768 million by 2050.[2] The people of Latin America and the Caribbean, although from diverse ethnic heritage, are alike in many ways and share important similarities.

[1] National Security Presidential Directive/NSPD-32, Western Hemisphere Strategy (Washington, DC: The White House, 2004) p.1.
[2] World Population to 2300, (United Nations Department of Economic and Social Affairs/Population Division, 2005) p.33.

Economics

International commerce and trade between the United States and Latin American and Caribbean countries is strong, and experts expect this growth to continue. The total of all merchandise imported from Latin American and Caribbean countries to the United States increased 24.3 percent from 2004-2005, and exports from the United States to Latin American and Caribbean countries increased 17.6 percent during this same period.[3] Total mercantile trade between the United States and Latin America was $409 billion in 2004, up from $301 billion in 1999, and accounting for approximately 17 percent of total U.S. world trade.[4] Economic partnerships are strong today and we expect U.S. trade with Latin America to exceed trade with Europe and Japan by 2011.

The hemisphere shares other economic linkages, in addition to trade relationships. Latin America and the Caribbean are the largest sources of legal and illegal immigrants into the U.S., and these immigrants often send remittances back to their countries of origin. Inter-American Development Bank studies estimate that $45 billion in remittances flowed from the U.S. to Latin America in 2006. This is another sign of economic interdependency throughout the hemisphere.[5]

Technology provides both an economic and social linkage. The internet enables a connectivity that did not exist twenty years ago, and the hemisphere has embraced this new opportunity. From 2000-2007, growth of internet use in Central America was 623.9 percent; South American growth was 326.7 percent, Caribbean growth was 704.4 percent, and North American growth was 114.7 percent. Additionally, English and Spanish rank as the first and fourth top internet languages in the world respectively.[6] Rapid communication exchanges and the growing use of the internet are clearly contributing to increased interactions and constitute a strong linkage.

Energy is another factor involved in the economic linkages within the hemisphere. According to the Department of Energy, three (Canada, Mexico, and Venezuela) of the top four foreign energy suppliers to the U.S. are located within the Western Hemisphere. According to The Coalition for Affordable and Reliable Energy, the U.S. will need 31 percent more petroleum and 62 percent more natural gas in the next two decades.[7] As the U.S. continues to require more petroleum and gas, Latin America is becoming a global energy leader with its large oil reserves and oil and gas production and supplies.

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[3] Trade Stats Express – National Trade Data, Office of Trade and Industry Information, Manufacturing and Services, International Trade Administration, U.S. Department of Commerce, 2005, December 18, 2006, <http://tse.export.gov/NTDChartDisplay.aspx?UniqueURL=h1fog255vkplrl55zk5jlhqf-2006-12-18-16-29-57>.

[4] Stephen Johnson, The Heritage Foundation, Candidates Briefing Book Issues 2006, Latin America, December 8, 2006, <http://www.heritage.org/Research/features/issues/issuearea/LatinAmerica.cfm>.

[5] Inter-America Development Bank, Press Release, Migrant Remittances, October 18, 2006, December 7, 2006, <http://www.iadb.org/NEWS/articledetail.cfm?Language=En&parid=2&artType=PR&artid=3348>.

[6] Internet World States, "Usage and Population Statistics", September 18, 2006, <http://www.internetworldstats.com/stats.htm>.

[7] Coalition for Affordable and Reliable Energy, "Energy – The Lifeblood of America's Economy", December 10, 2006, <http://www.careenergy.com/energy/energy-facts-statistics.asp>.

Social and Political

In addition to demographic and economic ties with Latin America and the Caribbean, we share social and political values rooted in a common commitment to democracy, freedom, justice and respect for human dignity, human rights, and human values. The foundation for enabling these fundamental tenets rests upon a representative form of government. The citizens of this hemisphere believe the best form of government is a democracy that represents the population. The first article of the Inter-American Democratic Charter clearly articulates this shared belief: "The people of the Americas have the right to democracy, and their governments have an obligation to promote and defend it. Democracy is essential for the social, political, and economic development of the peoples of the Americas."[8]

Our shared values bind us together in the Americas today and enable strong partnerships as we look to the promise of the future.[9] These common traits also serve as the foundation for the enduring relationship we will need as we face the challenges of the future together.

Culture and Language

In this hemisphere, we are fortunate to share similar main languages and interwoven cultural linkages. Although there are many different dialects, this area uses four primary languages: English, Spanish, Portuguese, and French. While the U.S. is thought of as primarily an English-speaking nation, it is also among the largest Spanish-speaking countries in the world. The U.S. and the rest of the region have significant cultural ties today and these will grow even stronger in the decades ahead.

Military

There is a long tradition of security cooperation and thankfully very little state-on-state military conflict. The healthy military relations throughout most of the region provide a very good vehicle for cooperation in diverse missions, such as peacekeeping, counter-narcotics, disaster response, and humanitarian operations.

CHALLENGES

The potential for force-on-force military conflict between two or more nations in the region is relatively low and is expected to remain so through 2018. However, the region faces many other challenges that threaten security and stability across the hemisphere.

The foundation of society rests upon the ability of a nation to provide security and stability for its people. Today, widespread poverty and inequality combined with

[8] Organization of American States. "Inter-American Democratic Charter," September 11, 2001, <http://www.oas.org/OASpage/eng/Documents/Democractic_Charter.htm.>.

[9] Definition used for partner or partner nation: Partner Nations have shared understandings and common interests. While they do not have to agree on every issue or every problem they work together in cooperative efforts to resolve shared problems.

corruption leaves many searching for the means for simple survival. A lack of opportunity and competition for scarce resources lead to an increase in crime and provide opportunities for gangs and terrorists to flourish. These conditions lead to an environment that threatens the security and stability of the entire region.

Poverty and Inequality

Poverty and inequality are critical issues throughout the hemisphere. In many cases, they create the conditions from which security challenges arise to threaten democracies throughout Latin America and the Caribbean. Today, the richest one tenth of the population of Latin America and the Caribbean earn 48 percent of the total income, while the poorest tenth earn only 1.6 percent. In industrialized countries, by contrast, the top tenth receive 29.1 percent, while the bottom tenth earns 2.5 percent. This inequality gap negates the positive impact of growth on poverty reduction.[10] There are extra-hemispheric factors that affect the region as well. For example, many nations buy Latin American raw materials and agricultural goods and then transport them outside the hemisphere for their own use. These short-term gains fail to create jobs needed for sustained economic growth and do not offer any incentive for reinvestment in Latin America and the Caribbean.

Corruption

Corruption impedes the rule of law and creates insecurity. Various studies point out that reducing corruption could save some nations in Latin America billions of dollars annually. Strong governmental institutions organized around transparent policies and processes, legitimate justice systems, and ethical leaders in all elements of the government are the components necessary to defeat corruption.

While our hemisphere contains many representative governments, there are some relatively significant differences in what we each think of as democracy—elections alone do not guarantee democratic rule. Nations across the region agree that in true democracies, free governments should be accountable to their people and govern effectively. The United States recognizes eleven pillars of democracy and acknowledges the importance of minority rights; majority rule; basic human rights; limited governmental power; values of tolerance and compromise; social, political, and economic pluralism; sovereignty; government by the consent of the governed; legal equality; legal due process; and free and fair elections. Governmental institutions that eliminate corruption and protect the civil rights and freedoms of those they govern are more likely to enable future security and stability.

Crime

The growing threat from gangs is an outgrowth of underlying poverty and a lack of opportunity. Gang activity, much like terrorism, transcends borders and affects numerous countries in the region. Gang members are no longer resident solely in Central and South America; they create challenges throughout the Western Hemisphere. Gangs are highly complex organizations imbedded in many types of

[10] The World Bank Group, "Regional Overview, Latin America and the Caribbean," December 8, 2006, <http://wbln0018.worldbank.org/LAC/LAC.nsf/ECADocByUnid/53AEDA6320C3215285256CFE00518DF0?Opendocument>.

societies. They use technology in new ways to circumvent lawful authority and travel across national borders with relative impunity.

Drug trafficking will remain a hemispheric challenge. While we have made great progress in our fight against drugs, we have not yet eliminated the threat. The demand for drugs in the United States remains strong and creates incentives for illegal activities. The Andean Ridge remains the sole supplier of the world's cocaine and a provider of heroin consumed in the United States.[11]

Drug traffickers are constantly developing new means of preventing interference with their illegal narcotics activities. As we modify our tactics, drug producers and traffickers find innovative methods to develop the drugs and alternate trafficking routes. The drug traffickers of yesterday have become much more lethal today, and this trend is expected to continue. Narco-terrorists derive their funding and power from the sale of illicit drugs and have evolved into groups in Colombia including the Revolutionary Armed Forces of Colombia, or FARC, and the National Liberation Army, or ELN. These organizations have driven up the rates of homicide and kidnappings throughout the region. These groups and a number of extremely violent gangs do not operate within traditional nation-state boundaries. They live among, terrorize the populace, and take advantage of ungoverned and under-governed spaces across the hemisphere.

Terrorism

Areas with lower levels of economic investment, development, and growth, provide a breeding ground for terrorism and the full range of criminal activities. Poverty, inequality, and corruption create an environment where sanctuaries for terrorist organizations can grow. Narco-terrorists like the FARC in Colombia and Sendero Luminoso in Peru are one form of active terrorism. Additionally, Islamic radical groups are present in a number of these areas within the hemisphere, many in urban areas. These terrorist operations are supporting Islamic radical groups worldwide, and there is potential for terrorists to use permissive environments within the Western Hemisphere as launching points for devastating attacks. Groups in these areas raise money by both legal (religious donations, donations from local Arab businesses) and illegal means (extortions, insurance fraud, drug trafficking, weapons sales, document sales, commercial piracy) to support terrorists world-wide.

Addressing the challenges posed by gangs, drugs, and terrorist threats requires the application of all instruments of national power. Our nation must also deal with the underlying problems of unemployment, corruption, and a general lack of opportunity. The U.S. interagency must encourage and assist in building partnerships across the region while working with inter-governmental organizations to ensure success.

[11] National Drug Control Strategy, (The White House: 2006) p.19.

Fulfilling the Promise: 2018

United States Southern Command's mission follows national guidance, with emphasis on the National Security Strategy, National Defense Strategy, and National Military Strategy. This command strategy also relies on guidance from our interagency partners. We use this input to derive our specified and implied tasks and objectives as we move toward fulfilling the promise of the future.

Security and stability in 2018 depend upon the creation of a hemispheric security environment that is inclusive and beneficial to all. We must find ways to focus the collective wisdom of all partners to defeat those groups who want to keep us from reaching our goals. The security challenges in our hemisphere are not traditional military threats, and are often interrelated and involve both state and non-state actors. These threats, challenges, and conditions require an international partnering and interagency approach.

Interagency partnering is an essential component of the USSOUTHCOM mission and enables the command to fulfill its full range of missions and effectively support our partners in Latin America and the Caribbean. These partnerships enable us to prioritize and synchronize our efforts in a resource-constrained environment. Additionally, cabinet level strategic plans and strategic plans from numerous independent establishments and government corporations provide valuable insights. This guidance enables the development of a strategy that is holistic and synchronized in an equal manner with our interagency partners. A complete listing of this national-level guidance used in developing this strategy is located in Annex 1.

The Mission Today

The United States Southern Command's mission is to ***conduct military operations and promote security cooperation to achieve U.S. strategic objectives.***

Our motto is simple – ***Partnership for the Americas***. These four words capture our vision and our overarching strategy, objectives, and themes.

Vision 2018

The United States Southern Command's vision defines where the organization must go if we are to achieve our goals in 2018. As we look forward, USSOUTHCOM seeks to evolve into ***an interagency oriented organization seeking to support security and stability in the Americas***. This vision embodies our belief that the challenges we face require us to enable lasting and inclusive partnerships in order to work collectively to ensure security and enhance stability in the Americas.

Guidance/Goals/Objectives/Concepts

FRAMEWORK FOR THE FUTURE

"In simplistic terms, strategy at all levels is the calculation of objectives, concepts, and resources within acceptable bounds of risk to create more favorable outcomes than might otherwise exist by chance or at the hands of others."[12] The official Department of Defense definition of strategy is "a prudent idea or set of ideas for employing the instruments of national power in a synchronized and integrated fashion to achieve theater, national, and/or multinational objectives."[13] One method of describing a strategy is with ends/objectives, ways/concepts, and means/resources. Based on directives, goals, and concepts articulated in numerous national level documents, USSOUTHCOM has developed four overarching goals with corresponding objectives.

HEMISPHERIC

GOAL #1 - Ensure Security

We will participate in collective partnerships to ensure security within the Western Hemisphere. The most important mission we have is to protect our homeland. We ensure the forward defense of the United States by defending the southern approaches. We must maintain our ability to operate in and from the global commons of space, international waters, air, and cyberspace. Our ability to operate in and from the global commons is critical to the defense of the United States and our partners, and provides a stabilizing influence throughout the hemisphere. We cannot do this alone. Partnerships are critical to the success of the USSOUTHCOM mission, the U.S., and the nations of South and Central America and the Caribbean. As a result, every command activity, event, and task must focus on developing and strengthening enduring partnerships. We are committed to ensuring lasting and inclusive partnerships for the betterment of all.

OBJECTIVE 1.1 – Secure the U.S. from Threats

- Reduce the threat of weapons of mass destruction by expanding military support to programs like the Proliferation Security Initiative.
- Counter threats close to their source by maintaining a forward defense combined with theater security activities with our multinational partners.
- In conjunction with initiatives like Proliferation Security and Panama's Secure Trade and Transportation, provide our partner nations sufficient access to information and intelligence critical to anticipating and understanding new threats. Expand multinational information sharing (MNIS) programs such as Participating Nations Network (PNN) and Combined Enterprise Regional Information Exchange System (CENTRIXS) to facilitate information sharing.

[12] Harry R. Yarger, Strategic Theory for the 21st Century: The Little Book on Big Strategy (Carlisle Barracks, PA: Strategic Studies Institute, 2006) p.1.
[13] United States, Joint Publication 1-02, Department of Defense Dictionary and Associated Terms (Washington, DC: 2006) < http://www.dtic.mil/doctrine/jel/doddict/data/s/05163.html>.

Ensure the development of the information sharing agreements required to utilize the technology in place.

- Increase intelligence, surveillance, and reconnaissance support to activities working to reduce illicit trafficking and deny sanctuary to terrorist organizations in under-governed areas.

- Enable partner nation military and security forces combined with interagency activities to improve partner nation capability to support regional and global coalition operations through initiatives such as the Global Peace Operations Initiative. Work to improve partner nation holistic capabilities by improving our partners' ability to synchronize and employ their interagency assets.

- Ensure the forward defense of the U.S. against transnational threats by increasing support to initiatives such as Enduring Friendship (EF) and Regional Air Space Integration (RASI) to improve partner nation security capabilities.

- Identify third party nation alternatives to accept migrants and prepare and maintain facilities for responding to mass migration operations.

- In conjunction with the Regional War on Terrorism Plan, continue to build cooperation initiatives with partner nations in order to destroy the narcotics connections to terror networks and other terrorism support activities.

- Increase our efforts to support the disruption of illegal narcotics production and interdiction of illegal narcotics trafficking through detection and monitoring activities.

OBJECTIVE 1.2 – Enhance Hemispheric Security

- Use regional and hemispheric meetings across the interagency and with partner nations to implement security-related directives and to collectively better define and understand the security threats affecting the Western Hemisphere.

- Work through politico-military and diplomatic channels to enhance U.S. military freedom of movement throughout the Western Hemisphere.

- Strengthen partnerships to defeat global terrorism, prevent terror attacks, deny sanctuary for terrorist organizations, deny operational areas for terrorist organizations, and ensure these organizations do not receive political legitimacy within the Western Hemisphere.

GOAL #2 - Enhance Stability

Stable environments help reduce the threat of extremism and are likely to support peace while encouraging investment. A stable environment at the national level filters stability through the intra-state, local community, and family to the individual. An individual living in a stable environment can take advantage of opportunities that enable support for family, local community, intra-state, nation state, and hemispheric growth. The United States Southern Command will be a part of interagency efforts to move beyond traditional security cooperation activities such as

combined/multinational exercises, counter-narcotics assistance, and defense and military contacts to participate in combined, joint, and interagency efforts. The United States Southern Command will actively seek to support interagency, non-governmental entities and public/private institutions to enhance regional stability.

OBJECTIVE 2.1 – Ensure Cooperative U.S. Partner Nation Relationships

- Work with our interagency partners on U.S. Government actions to strengthen and form strategic partnerships with key regional nations.

- Advocate for the negotiation of security agreements throughout the hemisphere. Explore major non-NATO ally status designations for countries that show a willingness to further positive relations with the U.S. and who can use this designation as a stepping-stone to additional security agreements.

- Work with partner nations in Latin America to develop regional Centers of Excellence in the fields of search and rescue, combat search and rescue, non-commissioned officer leadership, counter-terrorism, humanitarian aid, disaster relief, human rights, and planning and training in order to provide education, training, and research opportunities.

- Aggressively support FMF for our partner nations allowing them to acquire U.S. military articles, services, and training.

OBJECTIVE 2.2 – Enhance Consequence Management and Disaster Response Capabilities of our Partner Nations

- Increase current humanitarian exercise frequency and sustain humanitarian assistance funding.

- Participate in interagency efforts to support nongovernmental and private organization partnerships to fund infrastructure improvements, humanitarian assistance, pre-positioned warehouses, and disaster training within the hemisphere.

- Encourage participation of partner nation planners in U.S. government disaster response and consequence management exercises.

- Encourage partner nations to work regionally, share information, and become more interoperable with one another to share the burden of disaster response and consequence management.

- Fully engage the use of the Medical Readiness Training Exercise (MEDRETE) program as a premier U.S. engagement effort and medical care provider in the region.

GOAL #3 - Enable Partnerships

Hemispheric security and stability in 2018 requires a collaborative effort, using all instruments of national capability to include diplomatic, information, military, economic, finance, intelligence, and legal. Future success will also require effective

relationships with the interagency and non-governmental organizations. The synergistic effect of these efforts will ensure security and enhance stability with partner nations throughout the Western Hemisphere. USSOUTHCOM seeks to collaborate in these efforts in support of interagency partners.

OBJECTIVE 3.1 – Ensure Favorable Security Conditions by Enabling Effective Sovereignty

- Help train Latin American countries in the area of internal security with a focus on human rights and democracy as allowed by U.S. law.

- Pursue additional opportunities in the USSOUTHCOM area to provide access for contingency and continuous operations.

- Continue support to the Global Peace Operations Initiative and the development of the Conference of the Armed Forces of Central America battalion for stability operations within the region.

- Assist national militaries to develop additional capabilities that ensure effective governance of their territories, specifically in under-governed territory.

- With our interagency partners, support partner nation interagency development to synchronize their interagency operations in a cooperative manner.

OBJECTIVE 3.2 – Help Ensure Security for Political and Economic Freedom, with Respect for Human Rights.

- Support the expansion of the military State Partnership Program at the U.S. national level to encompass activities to help our interagency partners strengthen civil-to-civil partnerships in areas such as agriculture, commerce, and justice to help build the institutions required to support democracy within the partner nations.

- With our interagency partners, work with partner nations on the development of their national security strategies to help them better understand the linkages of their entire governmental apparatus, as it pertains to their internal security, sovereignty, and cooperation.

- Continue to work with the partner nation military and security forces to instill the concepts and values of security force subordination to civilian authorities, respect for human rights, and the rule of law.

- Support the investment in education by aggressively working with U.S. military schools and training centers to surge quotas for Latin American and Caribbean personnel in order to re-build the interaction and relationships with the future leaders of our partner nations and provide them a first hand view of life in the U.S.

- As military personnel from a democratic nation, continue to show our respect toward representative governments and continue to discuss and explain during

conferences and training events the role of military subordination to elected civilian leaders.

GOVERNMENTAL ENTERPRISE

GOAL #4 - Evolve the Enterprise

The United States Southern Command is working to build a culture of innovation to meet the challenges and opportunities for the 21st Century. We envision a future organization that has a regional focus seen through an interagency lens. This organization would have the capability to reach across traditional government stovepipes and help create interagency partnerships to develop holistic solutions.

OBJECTIVE 4.1 – Evolve USSOUTHCOM into an Interagency Oriented Security Command

- Improve synchronization of operations and activities between USSOUTHCOM and other U.S. government organizations operating in this part of the world to create a collaborative, effective, and efficient command.

- Engage interagency partner decision-makers and integrate personnel from these agencies into the USSOUTHCOM staff while providing similar liaisons to our partners' staffs

- Ensure all USSOUTHCOM exercises and conferences include participation from our interagency partners.

- Work with the Joint Staff and Office of the Secretary of Defense to support our interagency oriented security command concept in future Unified Command Plans.

- Ensure USSOUTHCOM has a 21st century facility to meet the challenges of the future. The new facility must enable discussions across the command and the interagency as well as throughout the region encompassing all levels of unclassified, proprietary, and classified information.

OBJECTIVE 4.2 – Conduct Internal Business Processes Effectively and Efficiently

- Develop a planning process synchronized with the command strategy and an annual battle rhythm associated with budget cycles.

- Flatten the organizational structure to allow for decentralized decision-making and short decision paths that will better support creativity, adaptability, and flexibility in order to meet organizational requirements.

- Develop a command wide assessment system to ensure that the outcomes of our resourcing and concepts are in line with our desired objectives.

- Inform our national-level policy and decision makers so that they understand USSOUTHCOM's mission as well as the strategic importance of Central and

South America and the Caribbean to ensure we have the means to enhance stability and ensure the forward defense of the United States in this part of the world.

Means

The "means" are the resources we will use to enable the "ways/concepts" to accomplish the "ends/objectives." Tangible means include utilization of USSOUTHCOM's people, systems, money, and facilities. Intangible means include applying our courage, innovative skills, and intellect.

People and Systems

The word "we" used throughout this document includes all those superb professionals across the command — in the headquarters, military groups, components, joint task forces, and throughout the interagency. Our success also depends on the active and reserve components of the Department of Defense, the Joint Staff, as well as private and non-governmental organizations. "Partnership for the Americas" is more than just our motto; it is the cornerstone for how we do business. In addition to our need to collaborate to achieve shared goals, we must partner out of necessity. "In this world it is impossible to draw neat, clear lines between our security interests, our development efforts, and our democratic ideals. American diplomacy must integrate and advance all of these goals together."[14]

Our Security Cooperation Officers are a key group within the command's enterprise. While they report directly to the USSOUTHCOM Commander, they are members of the Country Team and, like other interagency representatives who work in the Embassy, are responsive to the Ambassador. The Military Groups and Country Teams are the "forward elements" that enable the command's success.

USSOUTHCOM accomplishes much of its mission through its service components:

U.S. Army South (USARSO): Located at Fort Sam Houston, Texas, USARSO forces include aviation, intelligence, communication, and logistics units. USARSO supports regional disaster relief and counterdrug efforts. USARSO also exercises oversight, planning, and logistical support for humanitarian and civic assistance projects throughout the region in support of the USSOUTHCOM Theater Security Cooperation Strategy. USARSO provides Title X and Executive Agent responsibilities throughout the Latin American and Caribbean region.

Twelfth Air Force (Air Force South or AFSOUTH): Located at Davis-Monthan Air Force Base, Arizona, AFSOUTH consists of a staff; an Air and Space Operations Center for command and control of air activity in the USSOUTHCOM area and an Air Force operations group responsible for Air Force forces in the area. AFSOUTH serves as the executive agent for forward operating locations; provides joint/combined radar surveillance architecture oversight; provides intra-theater airlift; and supports USSOUTHCOM's Theater Security Cooperation

[14] Secretary of State Condoleezza Rice, Remarks, Georgetown School of Foreign Service, Georgetown University, (Washington, DC: January 18, 2006).

Strategy through regional disaster relief exercises and counter-drug operations. AFSOUTH also provides oversight, planning, execution, and logistical support for humanitarian and civic assistance projects and hosts a number of Airmen-to-Airmen conferences.

U.S. Naval Forces Southern Command (USNAVSO): Located at Mayport Naval Base, Florida, USNAVSO exercises command and control over all U.S. naval operations in the USSOUTHCOM area including naval exercises, maritime operations, and port visits. USNAVSO is also the executive agent for the operation of the cooperative security location at Comalapa, El Salvador, which provides basing in support of aerial counter narco-terrorism operations.

U.S. Marine Corps Forces South (USMARFORSOUTH): Located in Miami, Florida, USMARFORSOUTH commands all United States Marine Corps Forces (MARFORs) assigned to USSOUTHCOM; advises USSOUTHCOM on the proper employment and support of MARFORs; conducts deployment/redeployment planning and execution of assigned/attached MARFORs; and accomplishes other operational missions as assigned.

U.S. Special Operations Command South (USSOCSOUTH): Located at Homestead Air Reserve Base near Miami, Florida, USSOCSOUTH provides the primary theater contingency response force and plans, prepares for, and conducts special operations in support of USSOUTHCOM. USSOCSOUTH controls all Special Operations Forces in the region and also establishes and operates a Joint Special Operations Task Force when required.

We also have three Joint Task Forces (JTF) with unique missions within the hemisphere.

Joint Task Force Bravo (JTF - B): Located at Soto Cano Air Base, Honduras, JTF - Bravo operates a forward, all-weather day/night C-5-capable airbase. JTF - Bravo organizes multilateral exercises and supports, in cooperation with our partner nations, humanitarian and civic assistance, counterdrug, contingency and disaster relief operations in Central America.

Joint Task Force Guantanamo (JTF - GTMO): Located at U.S. Naval Station Guantanamo Bay, Cuba, JTF - Guantanamo conducts detention and interrogation operations in support of the War on Terrorism, coordinates and implements detainee screening operations, and supports law enforcement and war crimes investigations as well as Military Commissions for Detained Enemy Combatants. JTF - Guantanamo is also prepared to support mass migration operations at Naval Station GTMO.

Joint Interagency Task Force-South (JIATF-S): Located in Key West, Florida, JIATF-South is an interagency task force that serves as the catalyst for integrated and synchronized interagency counter-drug operations and is responsible for the detection and monitoring of suspect air and maritime drug activity in the Caribbean Sea, Gulf of Mexico, and the eastern Pacific. JIATF-South also collects, processes, and disseminates counter-drug information for interagency operations.

Financial Resources

The United States Southern Command depends upon multiple sources of funding to accomplish our full spectrum of missions. Our funding sources currently include:

- The Department of the Army, in its role as the command's executive agency;
- The Deputy Assistant Secretary of Defense (Counter-Narcotics);
- The Department of State, for theater security cooperation programs including Foreign Military Financing, International Military Education and Training, Global Peace Operations Initiative, and Economic Support Funds;
- The Services and Special Operations Command in their roles as force providers through their respective component commands;
- Other Defense Department programs such as Combatant Commander Initiative Funds, Official Representative Funds, and Command and Control Initiatives.

The goals and objectives laid out in the USSOUTHCOM Strategy 2018 will continue to place a high demand on current funding sources. Simultaneously, we must reach beyond traditional ways of doing business and build a culture of entrepreneurial innovation. As we work to develop and strengthen partnerships with other governmental agencies and nongovernmental organizations, we will look for opportunities to cut across organizational lines and engage in innovative ways to achieve our goals. By building on each other's efforts, we can magnify the effects of individual activities and resources to change from incremental steps forward to a quantum leap in progress. However, one enduring goal remains--we will continue to exercise good stewardship and accountability for all resources entrusted to the command and its personnel.

OPERATIONALIZING THE STRATEGY

The United States Southern Command uses a Five-Phase Strategic Planning Model to align the organizational mission with the resources needed to accomplish the strategy. This five-phase model ensures unity of effort throughout the command so that every element is working toward the achievement of the objectives set forth in the command strategy and Theater Campaign Plan (TCP).

Phase One: The USSOUTHCOM Strategy 2018 constitutes Phase One of the USSOUTHCOM Strategic Planning Model. This document provides the ten-year strategy, setting forth and ensuring the efforts of the command are along the correct path. Strategy 2018 is a living document and formally reviewed at least every two years.

Phase Two: The USSOUTHCOM Theater Campaign Plan (TCP) serves as the practical application of the Strategy 2018. The TCP will focus and integrate the command's steady state activities (actual) and contingency operations and activities (potential). This integration will allow the command to achieve the desired end states contained in the Guidance for the Employment of the Force.

Phase Three: During this phase, we determine the Prioritized Required Capabilities List (long-range) and Resource Constrained Activity Priorities (short range). These capabilities and activities are based on a review of command guidance and emergent

threats, and are linked to the TCP intermediate objectives to ensure the command has the best mix of programs and actions to support the objectives.

Phase Four: This is the programming and resourcing phase. During this phase, we link the USSOUTHCOM Staff, Service Components, and sub-unified command programs to the Prioritize the Required Capabilities List and provide the commander with a resourcing strategy for developing programs to meet the required capabilities.

Phase Five: Assessment is a critical activity throughout the process. Periodic evaluations of strategies, tactics, and action programs are essential to assessing success of the entire process. Assessments determine the overall level of performance and effectiveness and show progress toward our stated objectives. A critical assessment identifies whether we are doing the right activities, and how well we are doing the right activities. Ultimately, assessments allow us to gain the insight necessary to reallocate resources, modify the objectives, or change the strategy in order to continue working toward the achievement of our vision.

CONCLUSION

Latin American and Caribbean nations are strategically important to the national security and economic future of the United States. The long-term interests of the U.S. are best served by a hemisphere of stable, secure, and democratic nations. A prosperous future for all rests on a foundation of shared values; efficient governments; free societies; and open, market-based economies.

In this hemisphere, we are linked in so many rich ways. These linkages form the foundation from which USSOUTHCOM seeks to be a reliable partner within our own interagency and with the nations throughout the region. Every activity, event, and function should focus on developing and strengthening partnerships. Our programs are designed to work with each of our partners to build capability and capacity and to learn from one another. Together, we will face the very real challenges of this region including poverty, inequality, corruption, terrorism, and crime.

Most important, USSOUTHCOM will work with our partners to help fulfill the promise of a better and more secure hemisphere. We promise to be a good partner as we face the challenges together, and we will work with other nations in the hemisphere to help fulfill the promise of the future. Long-term success depends upon the creation of a hemispheric security environment that is inclusive and beneficial to all.

Given appropriate resources, we are confident that this command strategy will achieve our goals and objectives. While conducting military operations and security cooperation with the nations in the region, we hope to evolve the USSOUTHCOM enterprise into a more interagency oriented organization. These efforts will ensure security and stability in the Americas and thereby provide for the forward defense of the United States.

USSOUTHCOM – PARTNERSHIP FOR THE AMERICAS!

ANNEX - National Guidance

- U.S. Constitution (1787)
- U.S. Code Title 10, Chapter 6, (2005)
- National Security Strategy of the United States of America (2006)
- National Security Presidential Directive/NSPD32, Western Hemisphere Strategy (2004)
- U.S. Unified Command Plan (2006)
- National Defense Strategy of the United States of America (2005)
- National Military Strategy of the United States of America (2004)
- Department of Defense Strategic Planning Guidance (2006)
- Department of Defense Security Cooperation Guidance (2005)
- Department of Defense Quadrennial Defense Review Report (2006)
- Department of Defense Priorities (2006-2008)
- Many NSPDs (especially NSPD 32-WHEM 2004)
- National Strategy to Combat Weapons of Mass Destruction (2002)
- National Strategy for Combating Terrorism (2003)
- National Strategy for Homeland Security (2002)
- National Strategy for Maritime Security (2005)
- National Strategy for Pandemic Influenza (2005)
- National Strategy for the Physical Protection of Critical Infrastructures and Key Assets (2003)
- National Strategy to Secure Cyberspace (2003)
- Department of Defense Strategy for Homeland Defense and Civil Support (2005)
- National Military Strategy to Combat Weapons of Mass Destruction (2006)
- National Military Strategy for Cyberspace Operations (2006)
- National Military Strategic Plan for the War on Terrorism (2006)
- U.S. Department of Agriculture Strategic Plan (2002)
- U.S. Department of Commerce Strategic Plan (2004)
- U.S. Department of Education Strategic Plan (2002)
- U.S. Department of Energy Strategic Plan (2006)
- U.S. Department of Health and Human Services Strategic Plan (2004)
- U.S. Department of Homeland Security Strategic Plan (2004)
- U.S. Department of Housing and Urban Development Strategic Plan (2006)
- U.S. Department of the Interior Strategic Plan (2006)
- U.S. Department of Justice Strategic Plan (2003)
- U.S. Department of Labor Strategic Plan (2006)
- U.S. Department of State and U.S. Agency for International Development Strategic Plan (2007)
- U.S. Department of Transportation Strategic Plan (2006)
- U.S. Department of the Treasury Strategic Plan (2003)
- The National Intelligence Strategy of the United States (2005)
- National Drug Control Strategy (2006)
- United States International Trade Commission Strategic Plan (2003)
- Overseas Private Investment Corporation Strategic Plan (2003)
- Environmental Protection Agency Strategic Plan (2006)
- Federal Maritime Commission Strategic Plan (2003)
- Federal Trade Commission Strategic Plan (2006)
- National Transportation Safety Board Strategic Plan (2006)
- House Armed Services Committee Defense Review Report (2006)

U.S. SOUTHERN COMMAND AIR FORCES

DEFENSE AND FRATERNITY

COMMANDER UNITED STATES NAVAL FORCE SOUTHERN COMMAND

UNITED STATES
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PURSUING EXCELLENCE

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