

Command Strategy

2020



PARTNERSHIP FOR THE AMERICAS

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Commander

United States Southern Command

July 2010

The United States Southern Command (USSOUTHCOM) Command Strategy for 2020 provides the vision for how we will continue to evolve as a joint and interagency organization supporting US national security interests through enduring partnerships. Our strategy incorporates current national-level defense and interagency guidance and recognizes the increasing importance of integrating all instruments of national power. As we move to the future, we are committed to building focused, collaborative approaches that will enable all of us--USSOUTHCOM, our interagency colleagues and partners alike--to work together to address the challenges we collectively face.

This strategy is our roadmap for achieving three overarching objectives. We will defend the southern approaches of the United States. We will foster regional security and position ourselves as an enduring partner of choice. We will work closely with our neighbor nations and interagency colleagues to improve citizen safety, the ability for all people throughout Latin America and the Caribbean to enjoy the benefits of political and economic freedom.

As the U.S. Southern Command publishes its Command Strategy for 2020, the United States of America and the entire international community have come together to support the people of Haiti. It is during times like this that we truly appreciate the need for Whole of Government solutions, the value of increased partner nation capacity, and the positive impact of international collaboration.

This strategy is a living document. We will formally review this blueprint every two years, and make changes to better reflect new national guidance and take advantage of emerging opportunities. This agility will allow us to further develop and reinforce relationships that enable both interagency and international cooperation to improve security, stability, and prosperity in the Americas.

A handwritten signature in black ink that reads "Douglas M. Fraser".

Douglas Fraser
General, U.S. Air Force

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"Our safety is endangered by a broad range of threats. But this peril can be eclipsed by the promise of a new prosperity and personal security and the protection of liberty and justice for all the people of our hemisphere. That's the future that we can build together, but only if we move forward with a new sense of partnership."

President Barack Obama, Summit of the Americas,
Trinidad and Tobago, 17 April 2009

Overview

USSOUTHCOM is a Unified Combatant Command of the Armed Forces of the United States, responsible for conducting military operations and promoting security cooperation in Central America, the Caribbean and South America in order to achieve U.S. strategic objectives. Commander, U.S. Southern Command (CDRUSSOUTHCOM) is the senior U.S. military authority for the geographic Area of Responsibility (AOR) defined in the Unified Command Plan. CDRUSSOUTHCOM reports to the President of the United States through the Secretary of Defense and is supported by four service component commands, one sub-unified command, and three joint task forces: U.S. Army South (USARSOUTH), Twelfth Air Force (Air Forces Southern) (12 AF (AFSOUTH)), U.S. Naval Forces Southern Command (USNAVSO), U.S. Marine Corps Forces South (USMARFORSOUTH), U.S. Special Operations Command South (USSOCSOUTH), Joint Task Force Bravo (JTF – B), Joint Task Force Guantanamo (JTF – GTMO), and Joint Interagency Task Force-South (JIATF-S). Also, as demonstrated by our response to the January 2010 earthquake in Haiti, we may establish other subordinate task force organizations as missions dictate.

This strategy is the capstone document of CDRUSSOUTHCOM. It rests upon current U.S. government policy and strategic guidance and will shape our Theater Campaign Plan. It serves as our blueprint for enhancing U.S. relationships with, and the capabilities of, our partner nations so we may together address shared challenges and leverage common opportunities throughout Latin America and the Caribbean.

USSOUTHCOM's efforts are focused upon three strategic objectives: to defend the United States and its interests, foster regional security, and serve as an enduring partner of choice in support of a peaceful and prosperous region.

Context and Trends

This hemisphere is our shared home. We celebrate our diverse and various cultural traditions and histories, but we also recognize that we have much in common; we are all Americans. Today, 15 percent of the U.S. claims Hispanic heritage. By the middle of the century, nearly one third may well do so.

A mere glance at a map underscores the obvious physical connection between the nations of our hemisphere. Our economics are deeply intertwined through trade, investment, and family remittances. The nations of the region generally share a commitment to democratic values, basic freedoms and the broadening of economic opportunity. These common bonds enable strong

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partnerships and serve as the foundation for the enduring relationships we will need as we face the challenges of the future together.

Important economic and political trends have emerged in recent years. Nations are reaching out for new trading partners. Several are adopting more populist forms of government. New regional economic, political and defense structures have evolved, some excluding the U.S. These trends present both opportunities and challenges for U.S. policy.

In our view, traditional state-on-state military conflict in the region is not likely, although not out of the question. Despite the constant ebb and flow of political tides in this hemisphere, we maintain strong professional relationships with our military and security force counterparts in almost every nation in the region. Regional militaries have made great strides in recent decades regarding professionalization, respect for human rights and subordination to civil authority. They have generally embraced new roles such as humanitarian relief and Peacekeeping Operations (PKO). We should encourage all these trends. Additionally, some militaries are taking on internal security roles. USSOUTHCOM, in conjunction with others in the U.S. interagency should help them shape these new security duties in ways that fully respect human rights and the rule of law.

Latin America, the Caribbean, and the U.S. share many common security interests and security concerns. The region faces a set of persistent challenges such as poverty, crime, corruption, institutional weakness, illicit trafficking, and terrorism. These challenges complicate our collective efforts to secure the hemisphere; at the same time, security helps provides the very means to address these issues -- security is essential for stable and prosperous democracies.

Vision

We are a joint and interagency organization supporting US national security interests, and with our partners, fostering security, stability, and prosperity in the Americas.

As globalization deepens, our security will increasingly depend upon expanding cooperative engagement with multinational, multi-agency, and public-private partners in our hemisphere. All of us working together to meet the complex challenges of the 21st Century security environment can be – and will be – stronger and more effective than any single organization or nation operating individually. Our vision embodies this belief.

Mission

We are ready to conduct joint and combined full-spectrum military operations and support whole-of-government efforts to enhance regional security and cooperation.

While we pursue broad security cooperation and shaping activities, we must also maintain a robust crisis response planning and execution capability to hedge against the possibility that steady-state security cooperation and persistent engagement could fail to prevent aggression, preclude large-scale instability in a key state or region, or mitigate the effects of a major disaster. Successfully accomplishing this comprehensive mission enhances the security and stability in the Western Hemisphere and ensures the forward defense of the United States.

Strategic Objectives

As we look out to 2020, we have established three strategic objectives to focus our efforts. The supporting bullets further define these objectives and are not all inclusive.

#1 - Defend the United States

- *Detect/counter threats through a layered defense*
- *Secure the U.S. against attacks and intrusions*
- *Support the interagency and partner nations to counter illicit trafficking*
- *Secure air, maritime, land, cyber and space domains*
- *Protect critical infrastructure and assets*
- *Support civil authorities in the conduct of consequence management*

#2 - Foster Regional Security

- *USSOUTHCOM and Components maintain full-spectrum capabilities*
- *Enhance collaborative defense and security capability*
- *Deny sanctuary to hostile actors*
- *Strengthen security capability through engagement with partners*
- *Promote respect for human rights and the rule of law through mil-to-mil engagement*

#3 - Be an Enduring Partner

A. Military-to-Military

- *Promote the U.S. as a Partner of Choice*
- *Encourage regional leadership on hemispheric challenges*
- *Promote greater sharing of information and transparency*
- *Support regional initiatives toward hemispheric security*
- *Strive to open new avenues of engagement as opportunities arise*

B. Interagency

- *Expand cooperation with the interagency, private sector and NGOs*
- *Build enduring relationships with interagency partners to enhance security, foster stability, support democratic governance and enable prosperity*

Focus Areas

The strategic objectives described above will place a high demand on current resources. USSOUTHCOM remains committed to exercising good stewardship and accountability for all resources entrusted to our command and personnel. Because we operate in a resource-constrained environment, we must prioritize our efforts and expenditures. Consequently, we have identified the following focus areas to better inform our planning, programming, and budgeting decisions:

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- ***Counter Illicit Trafficking (CIT):*** The confluence of money, power and the ability to breach the integrity of national borders makes the illicit trafficking problem a significant security challenge for nations throughout the Americas. Illicit trafficking provides a possible nexus for transnational terrorism and the proliferation of weapons of mass destruction, an even greater potential threat to the U.S. and our partners. We must, then, focus upon counter illicit trafficking, encompassing all efforts to combat the production, acquisition, storage, and/or transfer of illicit drugs, weapons of mass destruction (WMD) precursors, and WMD; illegal arms trafficking; threat finance; human trafficking and smuggling of special interests aliens; and their related supporting activities.
 - Illicit trafficking feeds an income stream to drug cartels and subversive movements. The revenues in the hands of criminals and narco-terrorists have weakened state structures throughout the region, subverted the rule of law and ripped apart the fabric of social order. To address this challenge, U.S. Northern Command (USNORTHCOM) and USSOUTHCOM, in support of other interagency partners, are collaborating in countering illicit trafficking between the adjacent AORs.
 - Counter illicit trafficking efforts simultaneously improve citizen safety and reduce the efficacy of illicit network activities.
 - Citizen safety seeks to capture partner nation concerns for both security and crime within their borders; Citizen Safety is accomplished through a balanced effort in three key areas; **Social Development, Governance and Security.**
 - Security, stability and prosperity go hand-in-hand. When we cooperate in combating the threat of illicit trafficking, we prevent crises and turmoil, and build the foundations for increased prosperity.
- ***Humanitarian Assistance/ Disaster Relief (HA/DR):*** USSOUTHCOM appreciates the importance of bi-lateral and multilateral efforts to prepare for, and respond to, natural and manmade disasters. As we demonstrated in our comprehensive response to the January 2010 Haitian earthquake, we will work as a reliable and enduring partner of choice with all who wish to develop a greater capacity to cooperatively manage potentially catastrophic events.
 - HA/DR requires rapid crisis action response. Building this capability requires contingency planning at the strategic and operational level between USSOUTHCOM, other USG agencies and with the international community. USSOUTHCOM will continue to schedule exercises in the region during hurricane season to provide the potential for a rapid response capability should the need arise and USG assistance is requested.
 - We will conduct a variety of humanitarian goodwill activities that directly help those in need while providing needed training to our crisis action response team.
 - We will encourage participation of partner nation planners in disaster response and consequence management exercises.

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- **Peacekeeping Operations (PKO):** There is tremendous talent and commitment throughout the region with respect to PKO. Our continued interaction with partner nations will seek to create additional opportunities to expand the impact our respective armed forces have globally in terms of peacekeeping. PKO training opportunities also set the conditions for deeper regional cooperation, information sharing, and leadership development.
 - We will 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.

Strategic Objective Linkage: The following chart shows the linkage between these Focus Areas and our Strategic Objective Lines of Effort.

<i>Strategic Objectives and Associated Lines of Effort</i>	<i>Focus Areas</i>		
	<i>CIT</i>	<i>HA/DR</i>	<i>PKO</i>
<i>#1 - Defend the United States</i>			
Detect/counter threats through a layered defense	<i>X</i>		
Secure the U.S. against attacks and intrusions	<i>X</i>		
Support the interagency and Partner Nations to counter illicit trafficking	<i>X</i>		
Secure air, maritime, land, cyber and space domains	<i>X</i>		
Protect critical infrastructure and assets		<i>X</i>	
Support civil authorities in the conduct of consequence management		<i>X</i>	<i>X</i>
<i>#2 - Foster Regional Security</i>			
USSOUTHCOM and Components maintain full-spectrum capabilities	<i>X</i>		<i>X</i>
Enhance collaborative defense and security capability	<i>X</i>	<i>X</i>	<i>X</i>
Deny sanctuary to hostile actors	<i>X</i>		
Strengthen security capability through engagement with partners	<i>X</i>	<i>X</i>	<i>X</i>
Promote respect for human rights and the rule of law through mil-to-mil engagement	<i>X</i>	<i>X</i>	<i>X</i>
<i>#3 - Be an Enduring Partner</i>			
<i>A. Military-to-Military</i>			
Promote the U.S. as a Partner of Choice	<i>X</i>	<i>X</i>	<i>X</i>
Encourage regional leadership on hemispheric challenges	<i>X</i>	<i>X</i>	<i>X</i>
Promote greater sharing of information and transparency	<i>X</i>	<i>X</i>	
Support regional initiatives toward hemispheric security	<i>X</i>		
Strive to open new avenues of engagement as opportunities arise	<i>X</i>	<i>X</i>	<i>X</i>
<i>B. Interagency</i>			
Expand cooperation with the interagency	<i>X</i>	<i>X</i>	
Build enduring relationships with interagency partners to enhance security	<i>X</i>		<i>X</i>

Critical Enablers

While the Focus Areas help prioritize USSOUTHCOM efforts and expenditures to achieve our strategic objectives, there are some critical enablers that enhance our work across all our activities. We simply could not be as effective a Combatant Command as we are without effective engagement with other key players, realistic training and exercises across the spectrum of operations, and clear communications about who we are, what we do, and why it matters.

• *Enduring Engagement*

Military-to-Military

- We must work closely with partner nations as they build and sustain their military and security force capabilities. These partnerships yield valuable insights, in turn enabling us to prioritize and synchronize our efforts in a resource-constrained environment
- We will continue to pursue professional educational exchanges among leaders of all ranks and grades to promote greater confidence, effectiveness and trust.
- We need more than just activity; ultimately, we need consistent, predictable and enduring engagement with a purpose to truly develop partner nation capabilities to provide security for each partner's populace and a common understanding and ability to confront our shared transnational challenges to the security of all the Americas.
- Knowledge sharing is a critical element of building partnerships and establishing common situational understanding. A cornerstone of knowledge sharing is trust...trust in our own and other mission partners' policies, procedures, systems, networks and information. Risks must be acknowledged and managed as we will also continue to move toward a "need to share" mindset and away from the old "need to know" mindset.

Interagency

- USSOUTHCOM's interaction within the region is interwoven with our interagency partners. This requires constant, detailed and cooperative interaction with other US Government agencies at all levels to ensure we are applying resources with synergistic effects.
- We will explore opportunities to support our interagency partners in non-traditional military areas such as energy, health, environmental security, economic growth, and security sector reform.
- USSOUTHCOM continues to explore how to leverage inputs and activities of academia, think tanks, and NGOs to better understand the linkages between security, stability and development.

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- USSOUTHCOM will serve as a test case for interagency planning and coordination. We will include our interagency partners in our strategy development and theater campaign planning.

- ***Opportunities for New Engagement***

- We will continue to keep the doors of engagement open with our partner nations and we will strive to open new doors as opportunities arise.
- These engagements can range from initial talks and basic exercises, to highly complex, multi-faceted agreements and operations. We will engage not just with traditional partners and friends, but also with all nations who recognize security cooperation is in our mutual interest.

- ***Joint and Combined Operations and Training:*** USSOUTHCOM will remain ready to conduct joint and combined full-spectrum military operations as a means to support whole-of-government efforts. Joint and combined operations and training focus on confronting regional threats such as maritime insecurity, terrorism, and illicit trafficking, while also increasing partner nation ability to support peacekeeping, disaster relief and humanitarian assistance operations.

- USSOUTHCOM will use training exercises such as New Horizons, Beyond the Horizons, Medical Readiness Training Exercises (MEDRETEs), Integrated Advance, allied forces humanitarian exercises and PANAMAX as premiere US engagement efforts. These engagement efforts will build capacity and train participating multinational and US agencies against threats to the region.

- ***Strategic Communication:*** We will continue to focus on synchronizing words and actions, ensuring deeds mirror thoughts, and doing so across all elements of national power. The way we tell our story needs to be viewed as a vital extension of national policy, and that this story is never ending and always changing.

- We will be relentless in searching for and developing new vehicles and methods of delivery to communicate our strategic message.
- To facilitate and perpetuate this environment of collaboration and teamwork, we need to better communicate, to our various audiences not only what we are doing, but also *why* we are doing it. We will instill communication assessment into our processes, developing tools to determine how well we are supporting the United States government's strategic objectives.

Conclusion

USSOUTHCOM is committed to achieving the strategic objectives we have set for ourselves: defending the United States; fostering regional security; and being an enduring partner. Our focus areas represent an approach that is both balanced and prioritized. These areas confront the

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most pressing and probable security challenges facing our nation today, while preparing the joint, combined, and multinational force to successfully address the most consequential challenges of tomorrow.

Latin America and the Caribbean are vitally important to the security and future of the United States. The nations of this region are inextricably linked, and we face common challenges to our security and stability. Success for us all depends upon the creation of a hemispheric environment that is inclusive and beneficial to all.

Given appropriate resources, we are confident that this command strategy will help establish and sustain that environment. We look forward to partnering with others to realize the enormous potential of our common home, the Americas.