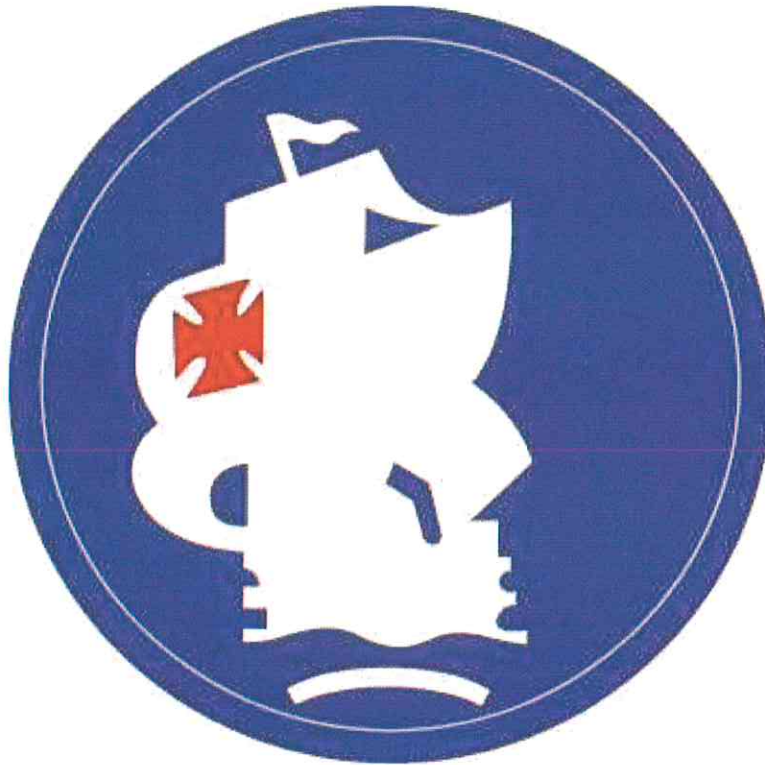


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U.S. Army South Command Strategy

January 2013



Together We *Can* – Juntos Podemos

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REPLY TO
ATTENTION OF:

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY SOUTH
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ARSO-CG

15 JAN 2013

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: US Army South Command Strategy

1. The U.S. Army South Command Strategy provides the philosophy and methodology of our approach toward the continued accomplishment of our goals as the Theater Army for the USSOUTHCOM Area of Responsibility. This document reflects how we can best cooperate with our traditional partners in the region while also building new relationships to maintain a hemisphere-wide shared desire for peace, stability, and prosperity for all.
2. Our motto, "Juntos Podemos – Together We Can" is more than just a slogan; it is a state of mind that represents the foundation for everything we do in this command. Although the fundamental aspects of our operational roadmap are laid out in this document, our efforts are made far more effective when we execute with a genuine commitment to the spirit of partnership and cooperation. Additionally, as an operationally deployable command, the tenets of flexibility, agility and responsiveness will permeate every plan, operation and engagement to ensure we provide the best support possible to USSOUTHCOM.
3. Every Soldier and Civilian assigned to U.S. Army South will familiarize themselves with this document. Use this document to guide your actions in the conduct of our everyday operations. Refer to this document often and be ever cognizant of how your actions support our vision and the impact they have on our progress toward improved security and stability in the region for our collective benefit.

//Original Signed//

FREDERICK S. RUDESHEIM
Major General, USA
Commanding

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Overview

U.S. Army South (ARSOUTH) is an operational Army Force designated by the Secretary of the Army (SA) as the Army Service Component Command for U.S. Southern Command (USSOUTHCOM). 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, South America, and the Caribbean in order to achieve U.S. strategic objectives. Commander, ARSOUTH exercises administrative control (ADCON) authority and responsibility on behalf of the SA for all Army Forces in the USSOUTHCOM Area of Responsibility (AOR). ARSOUTH advises USSOUTHCOM on the proper employment and support of Army and land component forces; conducts deployment/redeployment planning and execution of assigned/attached non-Special Operations Forces (SOF) Army Forces and accomplishes other operational missions and engagements as assigned to ultimately promote partner nation cooperation, improve partner nation capacity, and foster friendship to provide for security within the hemisphere and mitigate transnational threats.

This document reflects how we can best cooperate with our traditional partners in the region while also building new relationships to maintain a hemisphere-wide shared desire for peace, stability, and prosperity for all. **Juntos Podemos – Together We Can.**

Operational Environment

The USSOUTHCOM AOR consists of Central America, South America, and the Caribbean, including 31 countries and 15 special sovereignty areas. While each Geographic Combatant Command AOR is unique, the USSOUTHCOM AOR shares a common geography as well as common interests and values. The White House has identified the region's emerging markets as key players in the global economy and has committed to enhancing U.S. leadership in the region. Technical assistance partnerships and trade facilitation with Central and South American countries continue to strengthen economic institutions across the region and further integrate partner nations into the global economy as well as improve trade relations with the United States.



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Economic and political opportunities in the region abound, yet the pervasive and insidious nature of Transnational Organized Crime (TOC) poses the greatest threat to these opportunities as well as regional security and stability. The President's *Strategy to Combat Transnational Organized Crime* released July 2011 describes TOC as follows:

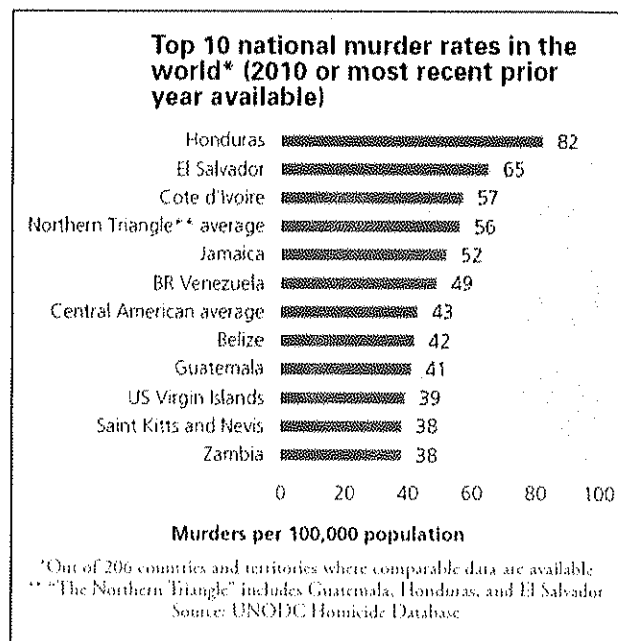
Transnational organized crime refers to those self-perpetuating associations of individuals who operate transnationally for the purpose of obtaining power, influence, monetary and/or commercial gains, wholly or in part by illegal means, while protecting their activities through a pattern of corruption and/or violence, or while protecting their illegal activities through a transnational organizational structure and the exploitation of transnational commerce or communication mechanisms.

Transnational Organized Crime thrives on the perpetuation of institutional weakness, poverty, corruption and violence. According to the United Nations Office on Drugs and Crime (UNODC) threat assessment of *Transnational*

Organized Crime in Central America and the Caribbean released September 2012, eight of the top 10 national murder rates in the world exist in the USSOUTHCOM AOR. The murder rate is only one of several indicators of internal stability yet is one of the most prominent with a direct correlation to the growth of localized and transnational crime. Crime is the dominant issue in most Central American countries and its influence permeates daily life and impedes progress by widening the gap between the "haves and have-nots." While cocaine trafficking represents the preponderance of illicit trafficking within the TOC construct and the most lucrative of illicit activities, its existence is not the sole cause of violence in

the region. The broader range of transnational threats that include not only organized crime but also weapons smuggling, counterfeiting, kidnapping, money laundering, and migrant exploitation all contribute to the seemingly endless violence. Competition for control over these illicit activities escalates this violence and exacerbates the broader regional instability issues of poverty, unequal wealth distribution, political instability and state-crime alliances.

While it is certainly easy to stereotype the USSOUTHCOM AOR as a region dominated by transnational criminal elements as cartel violence and cocaine seizures capture the major news headlines, it is important for us to remember that Latin America is a region rich in diversity and culture whose past is inextricably linked with the birth and rise of our nation. Together through persistent and effective engagement with our partner nations and the community of interest of interagency and intergovernmental programs, we can face the challenges of transnational threats and chart a course for improved security and stability in the region for our collective benefit.



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Mission

U.S. Army South (ARSOUTH) conducts and supports multinational operations and security cooperation in the U.S. Southern Command area of responsibility in order to counter transnational threats and strengthen regional security in defense of the homeland.

To facilitate the accomplishment of our mission, sustainable progress in our efforts to counter transnational threats will require improving partner nation law enforcement and criminal justice capacities. Doing so will require expert planning, synchronization and execution of limited resources if our efforts are to yield lasting effects. The first step in this process is acknowledging that regional security and stability are not unilateral missions but a series of well coordinated engagements with the community of interest and our partner nations. ARSOUTH's End State is the successful accomplishment of our endeavors that promote improved stability in the region and further secures the southern approaches of the United States.

Vision

A flexible, agile and responsive Army Service Component Command that is postured, prepared and capable of simultaneously conducting contingency operations and Theater Security Cooperation engagements for U.S. Southern Command and Department of the Army. As the combatant command (COCOM) support agent, U.S. Army South (ARSOUTH) provides a maximized, appropriate and fiscally responsive level of support based upon available resources. ARSOUTH is responsive to the COCOM as we work to become the "partner of choice" for Regional Armies to advance the common causes of peace, stability and prosperity.

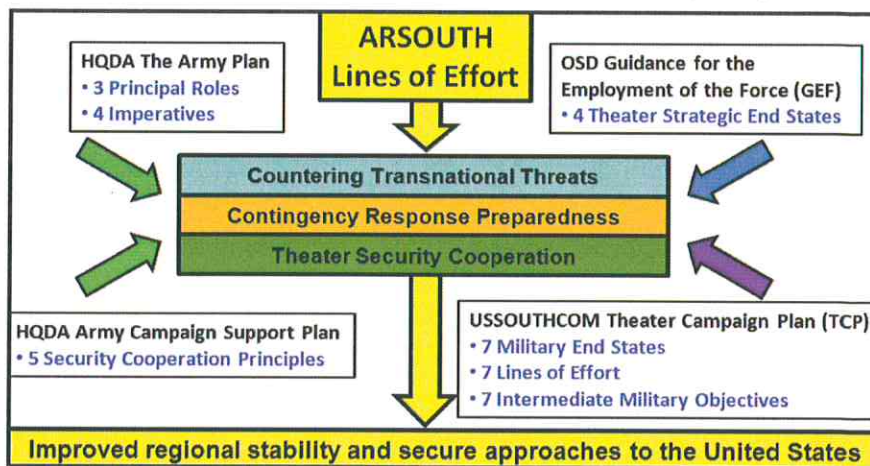
Enduring Priorities

Flexibility, agility and responsiveness are woven into the fabric of every ARSOUTH mission. In order to meet the continued requirements for Theater Security Cooperation and Contingency Operations, ARSOUTH will work closely with the community of interest for the AOR, including joint, interagency, intergovernmental, and multilateral partner nations. ARSOUTH uses the following enduring priorities to focus efforts to accomplish our mission throughout the AOR:

- 1) **Contingency Readiness** – ARSOUTH must sustain individual and collective training capability for immediate transition to contingency operations
- 2) **Primacy of Partnering** – ARSOUTH will seek partnership in all regional initiatives
- 3) **Mission Resourcing** – ARSOUTH is fiscally disciplined and a responsive steward of resources while meeting prioritized mission requirements
- 4) **Command Responsiveness** – ARSOUTH is flexible, agile and responsive to subordinate elements, other components and USSOUTHCOM

Three Lines of Effort (LOEs)

- 1. Countering Transnational Threats (CTT):** ARSOUTH works with select partner nations to address the proliferation of transnational threats in the Caribbean, Central America and South America. Although drug trafficking represents the preponderance of illicit trafficking, serving as the principal means by which Transnational Criminal Organizations (TCOs) obtain money and increased power and influence in the region, our efforts confront a broader range of transnational threats that increasingly exceed the internal capacity of some of our partner nation's police and/or internal security forces. These transnational threats are a growing U.S. national security concern warranting a whole-of-government approach, including DoD support as outlined in the President's *Strategy to Combat Transnational Organized Crime* released July 2011.



- In support of this LOE, ARSOUTH conducts operations to support partner nation security forces, interagency and intergovernmental efforts to counter transnational threats. Our support concept is to provide planning, training, and infrastructure development master planning support to select partner nation General Purpose Forces (GPF) and/or security forces to improve their capabilities to conduct counter-narcotic and counter-terrorism efforts and border security missions.
 - U.S. Army South jointly encourages cooperation in hemispheric security efforts, increasing interoperability with U.S. and multinational forces and to bolster capability to deter attacks on both the U.S. homeland and abroad.
 - Activities directed by this LOE will complement and support USG interagency and international efforts, contributing to the national goals of disrupting illicit trafficking and related transnational threats to U.S. national security interests in the Western Hemisphere.
- 2. Contingency Response Preparedness (CRP):** Although CTT garners recognition as our primary LOE, contingency response represents the most likely venue for the actual contingency deployment of our forces. By design and doctrine, ARSOUTH maintains a Contingency Command Post (CCP) capable of responding to short-term contingency requirements. Within 72 hours, ARSOUTH can deploy a Rapid Response Deployment Detachment (R2D2) in response to man-made and natural disasters throughout the

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USSOUTHCOM AOR. We will continue to capitalize on training events and exercises that hone our operational skills and transform training events to include the community of interest for the AOR further promoting integration and interoperability. Additionally, we will strive to assure our partners that we are willing and able to share the responsibility of responding to security threats in the region. As the largest and most capable of the USSOUTHCOM components, ARSOUTH must be prepared to form the core of a Joint Task Force (JTF) for contingency response in the AOR as tasked by USSOUTHCOM in support of select contingency plans.

- 3. Theater Security Cooperation (TSC):** Effective engagement with partner nations is essential to the U.S. Army Chief of Staff's (CSA) "Prevent, Shape and Win" strategy. Building partner nation capacity for self-security and self-governance reduces the likelihood of armed conflict, garners support for military operations, and extends security into areas the U.S. cannot reach alone. We shape the AOR by maintaining contact and building relationships with the land forces of our partner nations. While some partnerships are strong, well-established and have strengthened over decades, ARSOUTH continues to seek opportunities to nurture others. Success in relationship building requires frequency of contact, quality of shared experiences, and the capacity to maintain these relationships. Key leader engagements afford opportunities for partner nation armies and security forces to engage with us and with each other in ways that might not occur without U.S. involvement and leadership. Our efforts are instrumental in preventing open warfare among historical rivals by engaging with each country separately and then fostering relations between them. We will also continue to conduct deliberate planning to synchronize operational endeavors, determine how and where to apply Army capabilities, and focus limited TSC resources to achieve USSOUTHCOM and ARSOUTH objectives. Ultimately, we remain committed to collaborating with partner nation militaries to assist and learn as we meet regional challenges.

Campaign Support to USSOUTHCOM: U.S. Army South supports USSOUTHCOM's Theater Campaign Plan (TCP) with a Campaign Support Plan (CSP). The following chart shows the linkage between USSOUTHCOM's Strategic Objectives derived from the TCP and ARSOUTH Lines of Effort and Associated Objectives from the CSP.

ARSOUTH Campaign Support Plan Objectives (in cooperation with Partner Nations)	USSOUTHCOM Strategic Objectives		
	Defend the United States	Foster Regional Security	Be an Enduring Partner
#1. Countering Transnational Threats (CTT)			
Reduce the flow of illicit trafficking	X	X	
Reduce Transnational Criminal Organization influence on citizens		X	X
Develop infrastructure master planning capabilities		X	X
Impede the theater mobility of violent extremist organizations	X	X	
Counter malign political forces that threaten regional U.S. interests		X	X
Reduce vulnerability to environmental catastrophes		X	X

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ARSOUTH Campaign Support Plan Objectives (in cooperation with Partner Nations)	USSOUTHCOM Strategic Objectives		
	Defend the United States	Foster Regional Security	Be an Enduring Partner
#2. Contingency Response Preparedness (CRP)			
Maintain the ability to deploy a Rapid Response Deployment Detachment (R2D2) capable of responding to disasters	X	X	
Mitigate human suffering during/after natural/man-made disasters		X	X
Perform Personnel Recovery and Phase 1-3 Reintegration activities	X	X	
Support infrastructure development ISO disaster preparations		X	X
Detect and interdict malign actors with the ability and intent to conduct attacks utilizing weapons of mass destruction	X	X	
Respond to a mass migration crisis in the Caribbean		X	X
Respond to threats that could impede the flow of commerce through the Panama Canal		X	
#3. Theater Security Cooperation (TSC)			
Perpetuate a culture of respect for human rights		X	X
Promote improvement of Peace Support Operations training		X	X
Improve institutional military intelligence capabilities	X	X	
Promote innovative approaches toward environmental security		X	X
Promote innovative approaches toward energy security/efficiency		X	X
Prevent, detect, contain and treat infectious disease outbreaks	X	X	

Critical Enablers

Critical enablers are those resources that enhance the effectiveness of our conventional efforts:

- **Major Theater Functions (executed by theater enabling units)**

- Intelligence – Analytical support and regionally-focused collection and exploitation in support of theater army planning and Joint/Combined operations.
- Signal – Theater command and control network establishment and communications transport services for any deployed command post element.
- Contracting Support – Contingency contracting support to Army and Joint Operations
- Engineering – Theater Infrastructure Master Planning and Development

- **Capabilities**

- Deployable Command and Control Headquarters
- Logistics Support
- Humanitarian Assistance and Disaster Response
- Engineer Support (Master Planning and Project Management)
- Multi-National Exercises

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- Regional Affairs Expertise
- Direct Link to Department of the Army and U.S. Southern Command
- Professional Relations with Partner Nation Armies

• Interactions / Engagements

- Army to Army Staff Talks
- Foreign Liaison Officers on ARSOUTH Staff
- Conference of American Armies
- Central American Armed Forces Conference
- Subject Matter Expert Exchanges / Key Leader Engagements
- Army Commander Visits / Distinguished Visitor Program
- Student and Instructor Exchanges (WHINSEC, CGSC, Career Courses)
- Joint / Combined / Multi-National Training Exercises and Operations
 - Humanitarian – civic assistance, medical treatment, and infrastructure construction and repair
 - Capacity Building – exercises Partner Nation interoperability and multi-echelon command and control functions for peacekeeping operations and disaster response
 - Operations – exercises joint, combined and/or interagency response to humanitarian crises, natural disasters and threats to the Panama Canal
- Communication Synchronization – our actions, words and images must properly convey U.S. involvement in the AOR to domestic, international, and particularly our partner nation audiences

• Regionally Aligned Forces (RAF)

- Regionally Aligned Forces provide the Combatant Commander with up to Joint Task Force capable headquarters with scalable, tailorable capabilities to enable him to shape the environment.
- As the Army's operational commitments in Afghanistan decline, Army units will increasingly focus on preparing for missions within specific Geographic Combatant Commands (GCC).
- Regional alignment will enhance relationships between planning staffs while improving units' familiarity with areas they will most likely be employed.

Conclusion

U.S. Army South will achieve its mission of countering transnational threats and strengthening regional security by adhering to our enduring priorities, remaining at the forefront of shaping the environment, building partner-nation capacity, and being a decisive land component command for U.S. Southern Command and the U.S. Army.