

About USSOUTHCOM

SOUTHCOM is responsible for providing contingency planning, operations, and security cooperation in its assigned Area of Responsibility which includes:

- Central America
- South America
- The Caribbean (except U.S. commonwealths, territories, and possessions) The command is also responsible for the force protection of U.S. military resources at these locations. SOUTHCOM is also responsible for ensuring the defense of the Panama Canal. Under the leadership of a four-star commander, SOUTHCOM's staff is organized into directorates, component commands and Security Cooperation Organizations that represent SOUTHCOM in the region. SOUTHCOM is a joint command comprised of more than 1,200 military and civilian personnel representing the Army, Navy, Air Force, Marine Corps, Coast Guard, and several other federal agencies. The services provide SOUTHCOM with component commands which, along with our Joint Special Operations component, two Joint Task Forces, one Joint Interagency Task Force, and Security Cooperation Organizations, perform SOUTHCOM missions and security cooperation activities. SOUTHCOM exercises its Combatant Command authority through the commanders of its components, Joint Task Forces/Joint Interagency Task Force, and Security Cooperation Organizations.

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U.S. Southern Command (USSOUTHCOM)

Description:

U.S. Southern Command (SOUTHCOM), located in Doral, Fla., is one of 11 unified Combatant Commands (COCOMs) in the Department of Defense.

Stakeholder(s):

SOUTHCOM Leaders

Craig S. Faller :

U.S. Navy Adm. / Commander, U.S. Southern Command ~ Admiral Craig Faller is a native of Fryburg, Pennsylvania and 1983 graduate of the U.S. Naval Academy with a Bachelor of Science in Systems Engineering. He is also a 1990 graduate of the Naval Postgraduate School with a Master's in National Security Affairs (Strategic Planning). At sea, Admiral Faller served as Reactor Electrical Division Officer, Electrical Officer and Reactor Training Assistant aboard USS South Carolina (CGN 37); Operations Officer aboard USS Peterson (DD 969); Station Officer aboard USS Enterprise (CVN 65), and Executive Officer of USS John Hancock (DD 981). As Commanding Officer of USS Stethem (DDG 63), he deployed to the Arabian Gulf and participated in maritime interception operations in support of United Nations sanctions against Iraq. During his tour as Commanding Officer of USS Shiloh (CG 67), he assisted victims of the devastating tsunami off Indonesia. Finally, as Commander, John C. Stennis Strike Group / Carrier Strike Group 3, he deployed to the Middle East supporting Operations New Dawn (Iraq) and Enduring Freedom (Afghanistan). Ashore, Admiral Faller served as a DIG Prototype Staff Officer at the Nuclear Power Training unit in Ballston Spa, NY; Action Officer in Navy Strategy and Concepts Branch (N513); Legislative Fellow on the staff of Senator Edward M. Kennedy; Program Manager, Surface Nuclear Officer Programs and Placement; Executive Assistant to the Commander U.S. Pacific Command; Executive Assistant to Commander U.S. Central Command; Executive Assistant to the Chief of Naval Operations; Commander, Navy Recruiting Command; Director of Operations (J3) U.S. Central Command; Chief of Navy Legislative Affairs; and Senior Military Assistant to the Secretary of Defense. Admiral Faller has earned various personal, unit, service and campaign awards.

Andrew A. Croft :

Lt. Gen / Military Deputy Commander, U.S. Southern Command ~ Lieutenant General Andrew A. Croft is the Military Deputy Commander, United States Southern Command, Doral, Florida. U.S. Southern Command is responsible for all Department of Defense security cooperation in the 45 nations and

territories of Central and South America and the Caribbean Sea, an area of 16 million square miles. Southern Command deters aggression, defeats threats, rapidly responds to crises, and builds regional capacity, working with our allies, partner nations, and U.S. government (USG) team members to enhance security and defend the U.S. homeland and our national interests. General Croft received his commission through ROTC at the University of California, Los Angeles, in 1988. Following pilot training at Columbus Air Force Base, Mississippi, he served in six flying assignments in the F-15C and flew in support of operations Southern Watch and Northern Watch. He is a graduate of the U.S. Air Force Weapons School and served as commander of the 12th Air Forces (Air Forces Southern) at Davis-Monthan Air Force Base, A.Z. and commander of 49th Wing at Holloman Air Force Base, N.M. He is a command pilot with more than 3,200 flying hours.

Francisco 'Paco' Palmieri :

Civilian Deputy to the Commander ~ Mr. Palmieri assumed duties as Civilian Deputy to the Commander and Foreign Policy Advisor, U.S. Southern Command, Miami, FL, in July 2021. As Civilian Deputy to the Commander, he is responsible for overseeing the Command's Human Rights and Women, Peace, and Security programs, and building trust and strengthening relations with foreign and interagency partners. He also plays a proactive role in message development and strategic communication, driving integration, alignment, and collaboration across the USSOUTHCOM enterprise and with interagency partners. As Foreign Policy Advisor, Mr. Palmieri provides the Commander and other senior command staff with geo-political, political-military, and economic counsel. He also leads the Command's relationship with the Department of State and U.S. Embassies abroad. Mr. Palmieri arrived at USSOUTHCOM after serving as a Senior Fellow and faculty member at the Jackson Institute for Global Affairs (2019-21) at Yale University. He served as the Acting Assistant Secretary in the Bureau of Western Hemisphere Affairs from January 2017 to October 2018, where he led the State Department's efforts to advance U.S. foreign policy goals in the region. He managed the successful 2018 Summit of the Americas in Peru, U.S. engagement with the Lima Group unifying 15 Western Hemi-

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Stakeholders (continued)

sphere democracies in a multilateral diplomatic response to the crisis in Venezuela, the reorientation of U.S. foreign assistance in support of the Colombia peace process, the formulation and adoption of a new comprehensive U.S. political and economic Caribbean 2020 strategy for the Caribbean, and the multi-agency response to the ongoing migration challenges emanating from Central America. He also was responsible for the daily management of the Bureau's 53 overseas U.S. diplomatic missions, 12,000 employees, and implementation of the Hemisphere's \$1.58 billion foreign assistance and \$290 million operating budgets. Mr. Palmieri served as Principal Deputy Assistant Secretary from January 2016 to January 2017 and as Deputy Assistant Secretary for Central America and the Caribbean from January 2014 to January 2016. In this role, he helped negotiate on the Alliance for Prosperity plan adopted by El Salvador, Guatemala, and Honduras. Mr. Palmieri also served as the Director of the Bureau of Western Hemisphere Affairs' Office of Policy Planning and Coordination in 2011-2012. From 2012 to 2014, Mr. Palmieri served as Deputy Executive Secretary in the Department of State's Executive Secretariat, where he managed the flow of information to Secretaries Kerry and Clinton and coordinated their overseas travel. He also served in the Executive Secretariat as Deputy Director of the Staff Support Office (2000-2001), and as a Senior Watch Officer (1999-2000) and Watch Officer (1990-1991) in the Operations Center. He directed and worked on the evacuation of more than 23 U.S. embassies due to war, terrorist attacks, internal political conflicts, and natural disasters through his crisis management response work in the Executive Secretariat. He led the Bureau of International Narcotics and Law Enforcement's (INL) Latin American and Caribbean Programs Office, where he was responsible for Plan Colombia and the Merida Initiative and 19 Narcotics Affairs offices throughout the Western Hemisphere, as well as more than 1,500 employees. He was the Director of Embassy Baghdad's INL Office from 2010-2011. In Iraq, he managed over 1,000 employees. He also served as Director of the Near East and South and Central Asia Office in the Bureau of Democracy, Human Rights and Labor (DRL). Overseas, Palmieri served as Political Counselor at the U.S. Embassy in Tegucigalpa, Honduras from 2001 to 2005. He also served in San Salvador as the Human Rights Officer at the end of El Salvador's internal conflict (1988-1990), Santo Domingo as a Vice Consul, and Madrid as a Political-Military Affairs Officer. Palmieri earned an M.S. in International Strategic Studies from the National War College in June 2006. He received his A.B. in Politics from Princeton University in 1983 and attended the University of Texas's Lyndon B. Johnson School of Public Affairs from 1985-1986, where he studied under the Honorable Barbara Jordan.

Yvette M. Davids :

Navy Rear Admiral | Chief of Staff, U.S. Southern Command ~ Rear Admiral Yvette M. Davids is a native of San Antonio, Texas. She is a surface warfare officer and a 1989 graduate of the U.S. Naval Academy with a Bachelor of Science in Oceanography. She is also a 2002 graduate of the Naval War College with a Master of Arts in National Security and Strategic Studies and a 2012 graduate of the Industrial College of the Armed Forces with a Master of Science in National Resource Strategy. Rear Admiral Davids reported to U. S. Southern Command in June 2020 and currently serves as the Chief of Staff. Her sea assignments include electrical officer, combat information cen-

ter officer, and communications officer aboard USS San Jose (AFS 7) deploying in support of Desert Shield/Storm; operations officer aboard USS David R. Ray (DD 971); operations officer aboard USS Normandy (CG 60); executive officer aboard USS Higgins (DDG 76) during the initial combat operations of Iraqi Freedom; and later executive officer aboard USS Benfold (DDG 65). Davids commanded both USS Curtis (FFG 38) deploying to the Western Pacific and Arabian Gulf in support of Operations Enduring Freedom and Iraqi Freedom and USS Bunker Hill (CG 52) serving as air defense commander for the Carl Vinson Carrier Strike Group. Her most recent assignment was as Commander, Nimitz Strike Group / Carrier Strike Group 11. Ashore, she served as aide to the deputy and chief of staff, U.S. Pacific Fleet; as a joint exercise communications planner at the Joint Training and Analysis Center, Joint Forces Command (J6); deputy executive assistant to the deputy chief of naval operations for Information, Plans, and Strategy (OPNAV N3/N5); director, Naval Academy Sailing, U.S. Naval Academy; executive assistant to the executive director of Commander, Naval Surface Forces Command; and assistant chief of staff for Requirements, Experimentation, and Innovation (N8/N9) for the commander, U.S. 3rd Fleet. Her first flag assignment was with the U.S. Department of State as the senior military advisor to the Assistant Secretary of State for Political-Military Affairs. Her decorations include the Defense Superior Service Medal, Legion of Merit (three awards), Defense Meritorious Service Medal, Meritorious Service Medal (four awards), Joint Commendation Medal, Navy and Marine Corps Commendation Medal (four awards), Joint Achievement Medal, the Navy and Marine Corps Achievement Medal (two awards), as well as various campaign and unit awards. She is the 2008 recipient of the MANA National Latina Organization's "Las Primeras" award as the first Hispanic female to command a warship in the U.S. Navy.

Rafael A. Ribas :

Maj. Gen. | Deputy Commander for Mobilization & Reserve Affairs ~ Major General Rafael A. Ribas serves as the Deputy Commander for Mobilization and Reserve Affairs, U.S. Southern Command, Doral, Florida. He is the principal advisor for reserve matters to the commander providing oversight on manpower, personnel and administrative functions to maximize the effective integration of the Reserve Component in support of the Combatant Commander's theater campaign plan. Major General Ribas was commissioned through the University of Miami Reserve Officer Training Corps program in 1987. His education includes a Bachelor of Science Degree in Chemistry and a Bachelor of Arts Degree in History from the University of Miami. He has a Master's Degree in Strategic Studies from the U.S. Army War College and is also a graduate of the U.S. Air Force Air War College. Major General Ribas has served in various key leadership, command, and operational assignments in the 53rd Infantry Brigade Combat Team (IBCT), the Florida Joint Force Headquarters, and the Maneuver Center of Excellence at Fort Benning, Georgia. In August of 2007 he took command of 2nd Battalion, 124th Infantry Regiment while concurrently serving as the State Partnership Program Coordinator for U.S. Southern Command. In November 2011 he was assigned as Executive Officer of the IBCT and served as the Chief of Staff of Task Force Republican National Convention in Tampa in August 2012. In March of 2013 he was assigned as Deputy Commander and subsequently in January 2015 as the

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Stakeholders (continued)

Commander of the 53rd IBCT, the State's largest Major Subordinate Command. In March 2016, he was assigned as the Director of the Joint Staff - Florida National Guard, responsible for directing the activities of the Army and Air Joint Staff and serving as the principal advisor to the Adjutant General on domestic operations. During Hurricanes Matthew (2016), Irma (2017), and Michael (2018) he was nominated by the Governor and appointed by the Secretary of Defense to serve as the Dual Status Commander for hurricane response operations within Florida. During Hurricane Irma, he commanded over 10,500 Army, Air Force, Navy and Marine personnel. From January 2018 to May 2019, he concurrently served as the Deputy Commanding General-ARNG, United States Army Maneuver Center of Excellence, Fort Benning, Georgia. Major General Ribas is a veteran of two deployments to Iraq, in 2003-2004 as the Executive Officer of the 1-124th IN (Ramadi, Iraq) and in 2010 as Commander of the 2-124th IN (Kuwait/Iraq). His personal decorations include the Combat Infantryman Badge, Bronze Star with "V" Device and 2 Oak Leaf Clusters, Meritorious Service Medal with 3 Oak Leaf Clusters, Joint Service Commendation Medal, the Florida Cross, and German Armed Forces Proficiency Badge (Gold). He is also a Level III designated Joint Qualified Officer.

Benjamin Jones :

Command Sgt. Maj. / Command Senior Enlisted Leader ~ Command Sergeant Major Benjamin Jones enlisted in the United States Army in September 1987 and attended training at Fort Benning, Georgia, where he trained as an infantryman. CSM Jones has served in every position from rifleman to Nominative Command Sergeant Major. His assignments include: three assignments with the 101st Airborne Division (Air Assault), Fort Campbell, Kentucky; one tour with the 2-4 Infantry, Germany; one assignment with the Ranger Training Brigade, Fort Benning, Georgia; U.S. Army Sergeants Major Academy, Fort Bliss, Texas; two assignments with the 10th Mountain Division (Light Infantry) at Fort Drum, New York; one assignment with the 1st Cavalry Division, Fort Hood, Texas; served as the Division Command Sergeant Major for the 25th Infantry Division and U.S. Army Hawaii, Schofield Barracks; served as the Command Sergeant Major for the XVIII Airborne Corps and Fort Bragg, North Carolina. He most recently served as the Command Sergeant Major for U.S. Army Pacific, Fort Shafter, Hawaii. CSM Jones' military and civilian education includes all levels of the Noncommissioned Officer Education System, and the USASMA (Class 56). CSM Jones is a graduate of the First Sergeant Course, as well as Basic Airborne School, Air Assault School, Combat Lifesaver Course, Jungle Operations Training Course, Military Driving Course, Nuclear, Biological and Chemical Defense Officer/NCO Operations Course, Pre-Ranger Course, U.S. Army Ranger School, ADAPCP Course, Rappel Master Course, Fast Rope Master Course, Instructor Training Course, Tactics Certification Course, Pathfinder Course, Jumpmaster Course, Battalion and Brigade Pre-Command Course, CSM Force Management Course, CSM/SGM Legal Orientation Course, Keystone-Command Senior Enlisted Leader Course, Army Strategic Leadership Development Program- Intermediate and Advanced Course, and the General Officer Senior Mission Commander Course. CSM Jones has earned an Associate's degree with Honors from Excelsior College in Applied Science and is currently pursuing a Bachelor's degree. CSM Jones' has earned many military awards and decorations, the most promi-

nent include the Distinguished Service Medal, Defense Superior Service Medal with C Device, Legion of Merit with 3 Bronze OLC, Bronze Star Medal with 2 Bronze OLC, Meritorious Service Medal with 3 Bronze OLC, Army Commendation Medal with 2 Bronze OLC, Army Achievement Medal with 1 Sliver and 4 Bronze OLC, to include numerous Campaign Medals. CSM Jones has also earned the U.S. Army Ranger Tab, Expert Infantryman Badge, Combat Infantryman Badge (2nd Award), Basic, Senior, and Master Parachutist Badge, Air Assault Badge, Pathfinder Badge, German Schutzenschnur Badge Bronze, German Leistungsabzeichen Badge Bronze, Honduran Parachutist Badge, Chilean Parachutist Badge, Spanish Parachutist Badge, and the Canadian Parachutist Badge.

SOUTHCOM Directorates and Staff :

Directorates are the functional divisions within SOUTHCOM. Each directorate is charged to support or manage an aspect of the mission. Click on the links below to learn more about each directorate.

Pedro A. Cotto-Perez :

Director J1 Manpower & Personnel / Air Force Col. ~ Mission: Responsible for oversight of manpower, personnel, administration, and reserve functions for United States Southern Command affecting over 2,000 personnel at HQ SOUTHCOM, Special Operations Command South, Joint Task Force Guantanamo, Joint Interagency Task Force South, and security cooperation offices in 32 countries throughout the Caribbean, Central and South America. Responsibilities: Advises the Combatant Commander on all joint military and civilian, manpower, active and reserve personnel policies. Serves as the Commander's personnel and manpower liaison with the Joint Staff, Office of the Secretary of Defense, the Services' HQ personnel/manpower departments, and the Service Component Commands. Serves as the Command's Adjutant General on all administrative matters.

Michael A. Brookes :

Director J2 Intelligence / Rear Adm. ~ Mission: Execute intelligence operations, identify and assess threats, and engage partner nations to build intelligence capability and capacity to support U.S. national security objectives, campaign plans, and theater operations.

Andrew J. Tiongson :

Director J3 Operations / Coast Guard Rear Adm. ~ Mission: Shapes the environment within the Area of Responsibility in support of the Combatant Commander by conducting theater engagement, Counter-Narco Terrorism (CNT) activities, humanitarian assistance, and disaster relief in order to promote democracy, stability, and collective approaches to regional security. When required, responds unilaterally or multilaterally to crises that threaten regional stability or national interest, and prepares to meet future hemispheric challenges

Boyd A. Miller :

Director J4 Logistics / Marine Col. ~ Mission: Plan, coordinate, and direct operational logistics in support of the Command's mission requirements and in coordination with service components and through innovative partnerships with DoD, interagency, and the public sector. Core Functions:

- Deployment and Distribution

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Stakeholders (continued)

- Supply
- Maintenance
- Logistics Services
- Operational Contract Support
- Engineering

Command Engineer Mission: Plans, resources, synchronizes, and administers joint engineer policies, programs, and operations to provide the Commander, Staff and Subordinate Commands engineer guidance and status; perform theater construction program management; provide Theater facility support; develop partner nation engineer capacity; implement environmental and energy security initiatives; and coordinate engineer plans and exercise support to achieve SOUTHCOM Theater objectives in the Area of Responsibility.

Calvert L. Worth :

Director J5 Strategy, Policy, and Plans | Brig. Gen. ~ Mission: The Strategy, Policy, and Plans Directorate provides input into and translates national-level strategies, policies and plans into strategic-operational level long-range guidance. Develops concepts and ideas into staff and component actionable issues in support of the command's objectives. Develops initiatives for building partner nations' and U.S. capabilities and capacities in the air, space, land, sea, and cyber domains. Provides overarching national-level inputs to subject-matter specific policies owned by other USSOUTHCOM directorates. Leads the overarching Campaign and Strategic Planning Process. Integrates interagency and command efforts toward the attainment of the command's vision, goals, and objectives. Develops comprehensive plans to shape the environment within the AOR in support of the Combatant Commander to conduct theater engagement activities in order to promote democracy, stability, and collective approaches to regional security. Provides subject matter expertise and country insight on all military and political aspects for the region. Provides command, Joint Staff, Congressional, Ambassadorial, Service and Component Staffs with tailored, coordinated products on partner-nation issues.

Craig C. Smith :

Director J6 Communication Systems ~ Vision: Delivery of a joint, coalition, and interagency information enterprise that enables assured coordination and collaboration for decision dominance. Mission: Develop, implement, operate, maintain and secure communication systems to enable USSOUTHCOM and its subordinate elements to exercise full C4I capabilities in execution of their assigned missions. Responsibilities: Provide C4I architecture, governance, portfolio management, information technology investment strategy, and operational capabilities to enable joint coalition, and interagency information dominance.

Erik Rodriguez Aparicio :

Director J7/9 Exercises and Coalition | COL Brig. Gen. ~ Mission: The J7/9 Exercises and Coalition Affairs directorate leverages whole-of-society partnerships, exercises, civil affairs operations, and humanitarian assistance activities to build USSOUTHCOM and partner nation capacity to rapidly respond to crises and defeat threat networks. By developing a well-trained workforce focused on innovative and cooperative solutions, the J7/9 establishes and enhances partnerships across the US Government, International Organizations, Non-Governmental Organizations, the business sector, academia, and all aspects of civil society.

James Worm :

Director J8 Resources & Analysis ~ Vision Statement: We are the Command's principal stewards of taxpayer dollars ensuring the best capability value from the resources provided. Mission Statement: The Resources and Analysis Directorate (SCJ8) manages the headquarters' resourcing and requirements processes; allocates and executes funding; facilitates contracting services; and provides critical analysis in order to deliver the most effective, necessary capabilities to the Command. Core Values: Integrity, Develop People, Vigilant Stewardship, Customer-Focused, Transparency, Responsiveness. Core Functions:

- Provide advice and guidance to all USSOUTHCOM on Financial Management Concepts and policies (comptroller, chief FM advisory role)
- Disbursement of funding/authority (training, delegation of authority, accountability and reconciliation)
- Funds control and Distribution (All levels, multiple systems)
- Budget execution (Cost capture, transactional, certification of funding)
- Budget review, reconciliation, and validation (Examples prior year obligations, current year commitments)
- Analysis of programs (Examples TCA, CIV-Pay, SCO)
- Reporting and analysis Data calls (Reports for ABO, JCS, OSD, CN, DSCA, DOS, and internal)
- Financial Management coordination (All levels with RAs, ABO, Staff, Portfolio Managers, all above, all components)
- Audit, inspections and internal reviews (MICP, SCOs and HQs)
- Audit Readiness (Managers' Internal Control Program)
- Development of Financial management policy, instructions, SOPs, and guidance
- Official FM records keepers (Command responsibility filing and organizing records for internal review)
- Force development; Training and Education (DoD certification, myriad of systems training, and technical processes implementation)
- Personnel Management (Civilian and military assets, supervision, leadership, mentorship)
- Contingency reporting, support, and planning (DRRS, JMETL, OPS support CAC)
- Administrator of all financial systems (SOUTHCOM funding)
- Directorate Personnel Management (Civilian and military assets, supervision, leadership, mentorship)
- Portfolio Management (Requirements, financial transaction, procurement, decision support and business rules) services
- Program Management (GTMO INTEL, Counter-narcotics, HQs MGT Systems) services
- Programming, Joint Capabilities Integration and Development System (JCIDS) and Capability Gap Analysis (CGA) activities

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Stakeholders (continued)

- Acquisition policy, planning and reporting activities
- Contract preparation and tracking
- Strategy, Campaign, and Contingency planning support
- Force Structure Studies
- Strategic and Programmatic Analysis and Assessments
- Analytic Support for complex decision-making and the Command Exercise Program

Elizabeth Gonzalez :

Congressional Affairs Chief ~ Mission: The Congressional Affairs office provides valuable insight and advice to the commander. The office also provides knowledge to Congress about SOUTHCOM's missions, programs and activities. Directorates are the functional divisions within SOUTHCOM. Each directorate is charged to support or manage an aspect of the mission. Click on the links below to learn more about each directorate.

Johannie San Miguel :

IGSOUTHCOM Inspector General | Army Lt. Col. ~ Mission: The U.S. Southern Command Inspector General (IG) provides support to the Combatant Commander by serving as an extension of his eyes, ears, voice and conscience. The IG serves as an impartial fact-finder and problem solver – the “honest broker. Responsibilities: The Inspector General provides assistance, conducts inspections, investigations and inquiries and teaches and trains in order to enhance mission readiness and improve the effectiveness, efficiency, discipline and morale of the units and Soldiers, Sailors, Airmen, Marines, Coastguardmen, and civilians assigned or attached to SOUTHCOM.

Megan Smith :

Staff Judge Advocate | Navy Capt. ~ Mission: The Staff Judge Advocate is the principal legal advisor to the Commander. The Staff Judge Advocate also provides legal support to Staff and Security Cooperation Offices across the spectrum of U.S. Southern Command activities and operations.

Manny Ortiz :

Public Affairs Chief | Army Col. ~ Mission: U.S. Southern Command's Public Affairs Office proactively communicates the command's capabilities, interests and intentions to key audiences in support of U.S. government operations and engagements within the Area of Responsibility.

Curtis Price :

Chaplain | Navy Capt. ~ Mission: The command chaplain is the primary advisor to the commander on religion, ethics and morals. The command chaplain is responsible for coordinating chaplain support to ensure the free exercise of religion for Army, Navy, Air Force, Marine and Coast Guard service members, their family members and other U.S. personnel within the SOUTHCOM area of responsibility (AOR). The chaplain also serves as liaison with civilian and military religious organizations and leaders in the AOR. The chaplain's office is located in Room 1410 in the Headquarters building and provides religious ministry support to military members, family members, and other authorized personnel assigned to Southern Command headquarters.

Christine L.G. Sears :

Command Surgeon | Navy Capt. ~ Mission: The Office of the Command Surgeon enables and synchronizes health engagement activities utilizing the whole of government approach to enhance regional health preparedness and increase our partner nations' military and security forces' medical capabilities. Vision: Direct and coordinate full spectrum health operations for the Commander of SOUTHCOM. Motto: "Partners in International Health"

SOUTHCOM Area of Responsibility :

Area of Responsibility ~ The U.S. Southern Command Area of Responsibility encompasses 31 countries and 16 dependencies and areas of special sovereignty. The region represents about one-sixth of the landmass of the world assigned to regional unified commands. SOUTHCOM's Area of Responsibility includes:

Latin America :

The land mass of Latin America south of Mexico

Central America :

The waters adjacent to Central and South America

South America**Caribbean :**

The Caribbean Sea

Antigua and Barbuda**Argentina****Barbados****Belize****Bolivia****Brazil****Chile****Colombia****Costa Rica****Cuba****Dominica****Dominican Republic****Ecuador****El Salvador****Grenada****Guatemala****Guyana****Haiti**

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Stakeholders (continued)

Honduras

Jamaica

Nicaragua

Panama

Paraguay

Peru

Saint Kitts and Nevis

Saint Lucia

Saint Vincent and the Grenadines

Suriname

Trinidad and Tobago

Uruguay

Venezuela

Vision

U.S. Southern Command is a mission ready and trusted partner that works collaboratively to ensure the Western Hemisphere is secure, free, and prosperous.

Mission

To deter aggression, defeat threats, rapidly respond to crises, and build regional capacity, working with our allies, partner nations, and U.S. government (USG) team members to enhance security and defend the U.S. homeland and our national interests.

Values

Readiness

Trust

Partnership

Collaboration

Security

Freedom

Prosperity

1. Partnerships

Strengthen partnerships

U.S. Southern Command is part of a multinational and whole-of-government team working to advance security, governance, and economic opportunity in our neighborhood.

1.1. Partner Capacity

Build partner capacity

Building Partner Capacity | Supporting Our Partners ~ Active engagement with our neighbors in Central America, South America and the Caribbean contributes to regional and U.S. security. The U.S. military builds regional security through sustained engagement in order to deter adversaries, preserve stability, support allies and partners, and cooperate with others to address common security challenges. | Building Partner Capacity Explained ~ U.S. Southern Command provides both strategic and operational support to assist partner nation militaries and security forces with planning, training, and equipment. Many of our support activities are aligned with the U.S. government's contributions to regional security initiatives.

1.1.1. Security Capabilities

Strengthen partner nation security capabilities

Strengthening Partner Nation Security Capabilities ~ We seek to build the capabilities of regional militaries and security forces to confront internal challenges to stability, sovereignty, and security. We provide training and logistics support, share expertise and information and facilitate the transfer or procurement of equipment and technology. The aim is a region where partner nations have self-sustaining capabilities to protect themselves and prevent regional instability. Major support efforts include:

1.1.1.1. Brazil

Focus on space and the modernization of military capabilities

Brazil ~ Our engagement centers on space and the modernization of military capabilities.

Stakeholder(s):

Brazil

1.1.1.2. Caribbean

Support development of a regional maritime interdiction strategy

Caribbean ~ We are supporting the development of a regional maritime interdiction strategy, as well as providing equipment and training to improve maritime and air domain awareness.

Stakeholder(s):

Caribbean

1.1.1.3. Central America

Provide training and security assistance to improve maritime, aerial, and land domain awareness capabilities

We are providing training and security assistance to improve maritime, aerial, and land domain awareness capabilities, focusing on the Northern Tier countries (Belize, El Salvador, Guatemala and Honduras) where the threat posed by transnational criminal organizations is greatest.

Stakeholder(s):

Central America

Guatemala

Belize

Honduras

El Salvador

1.1.1.4. Colombia

Support regional security efforts in Central America

Colombia ~ We are supporting Colombia as they share their military expertise and capabilities with partner nations to support regional security efforts in Central America.

Stakeholder(s):

Colombia

Central America

1.1.1.5. Peru

Support planning related to counterterrorism efforts against Shining Path

Peru ~ We support planning related to counterterrorism efforts against Sendero Luminoso (Shining Path).

Stakeholder(s):

Peru

1.1.2. Humanitarian & Disaster Relief

Strengthen humanitarian and disaster relief capabilities

Strengthening Humanitarian and Disaster Relief Capabilities ~ We work with partner nations to conduct low-cost humanitarian assistance programs and exercises that provide training to U.S. and partner nation personnel while providing humanitarian services to communities throughout the region. We also work throughout the region to bolster the capabilities of our partners to prepare for and respond to natural and man-made disasters. To help mitigate costly disaster relief operations and strengthen state presence in under-governed areas, we conduct low-cost humanitarian assistance programs and exercises that provide training to U.S. and partner nation personnel and demonstrate U.S. values to the region.

1.1.3. Training Exercises

Conduct annual multinational training exercises

Training Exercises ~ We conduct annual multinational training exercises with our partners that focus primarily on maritime interdiction, defense of the Panama Canal, and training for peace support and disaster response operations. These exercises promote regional cooperation, enhance readiness and interoperability of our hemisphere's military forces, and encourage collective action to address shared security challenges. Recent Exercises and Training Engagements:

- Beyond the Horizon / New Horizons 2019
- Tradewinds 2019
- Fuerzas Aliadas Humanitarias 2019
- Fuerzas Comando 2019
- PANAMAX 2019
- UNITAS 2019
- Southern Partnership Station 2019

1.1.4. State Partnerships

Build relationships with partner nation forces

State Partnership Program ~ The U.S. National Guard's State Partnership Program (SPP) has been successfully building relationships with partner nation forces since 1993. Through SPP, the National Guard conducts military-to-military engagements to support defense and security cooperation around the world. In SOUTHCOM's Area of Responsibility, 17 U.S. states have active partnerships with defense and security forces from 26 nations in the Caribbean, Central America and South America.

Stakeholder(s):

U.S. National Guard

States

1.1.5. Exchange Programs

Help partner nations increase security and professionalize their militaries and security forces

Engagement: Educational and Professional Exchange Programs ~ Our engagement — through security assistance programs such as Foreign Military Financing and International Military Education & Training, defense institution building programs like the Ministry of Defense Advisors Program and the Defense Institution Reform Initiative, Science and Technology programs, and the U.S. Southern Command-sponsored Human Rights Initiative — helps partner nations increase security and professionalize their militaries and security forces while simultaneously increasing their ability to conduct peacekeeping, stability operations, and disaster relief operations. Programs like the Inter-American Air Force Academy, the Western Hemisphere Institute for Security Cooperation, the Inter-American Defense College, the U.S. Naval Small Craft Instruction and Technical Training School and the Combating Terrorism Fellowship build relationships among future senior military leaders in the region.

1.1.6. Global Health

Support the training and readiness of partner nations' military and civilian health systems

Global Health Engagement ~ SOUTHCOM provides direct support to the training and readiness of partner nations' military and civilian health systems through Global Health Engagements across Latin America and the Caribbean. We help build capacity in military health service support; force health protection; disaster preparedness and response; health surveillance; medical research and development; and detection, prevention and response to disease threats.

1.2. Humanitarian Assistance

Improve the capacity of U.S. and partner nation forces to respond to humanitarian crises

Our Humanitarian Assistance programs and exercises are aimed at improving the capacity of U.S. and partner nation forces to respond to humanitarian crises. SOUTHCOM works in concert with other U.S. government agencies that provide assistance in the region.

1.2.1. Exercises

Provide services and infrastructure to communities in need while providing training for both deployed U.S. military units and host nation forces

Humanitarian Exercises ~ Our annual humanitarian and civic assistance exercises include the construction of schools, clinics, and water wells in countries throughout the region. At the same time, medical readiness exercises involving teams consisting of doctors, nurses and dentists also provide general and specialized clinical and public health services, in addition to veterinary services, to host nation citizens requiring care. These humanitarian assistance exercises provide services and infrastructure to communities in need while providing training for both deployed U.S. military units and host nation forces. These exercises generally take place in rural areas and are coordinated with the host nation and other U.S. government agencies. Health care-specific efforts, like the Medical Readiness Training Exercises (MEDRETEs) and Medical Civic Action Program (MEDCAP), are conducted by small U.S. military medical teams in multiple partner nations dozens of times a year. These training events enhance the readiness of U.S. military medical forces, provide free medical treatments to communities and attempt to improve the overall level of care of the host nation healthcare system. Every year these medical exercises provide care to tens of thousands of people

1.2.2. Technical Aid & Construction

Provide technical aid and facilitating the construction of disaster relief warehouses, emergency operation centers, shelters, and fire stations

Humanitarian Assistance Program ~ Some of the Humanitarian Assistance Program efforts include providing technical aid and facilitating the construction of disaster relief warehouses, emergency operation centers, shelters, and fire stations. On a consistent basis, Humanitarian Assistance Program officials at the command's headquarters are planning, coordinating and facilitating the provision and improvement of emergency response infrastructure and capabilities throughout the region. We also sponsor disaster preparedness exercises, seminars, and conferences aimed at improving the collective ability of the U.S. and partner nations to respond effectively and expeditiously to disasters. This type of multinational disaster preparedness has proven to increase the ability of SOUTHCOM and the U.S. military to work with our partner nations.

1.3. Foreign Disaster Relief

Reduce human suffering in the aftermath of natural disasters

We focus on supporting U.S. government efforts to reduce human suffering in the aftermath of natural disasters like hurricanes and earthquakes. The goal is to help set the stage for long-term recovery.

Stakeholder(s):

U.S. Agency for International Development :

We are poised to direct U.S. military forces to help a nation in the aftermath of a disaster. Any such mission is in support of U.S. Agency for International Development’s Bureau for Humanitarian Assistance, which serves as the lead U.S. federal agency for foreign disaster relief efforts.

Bureau for Humanitarian Assistance

Host Nations :

Support must be requested by the host nation. Under our direction, U.S. military forces support the comprehensive U.S. government disaster response approach led by USAID/BHA.

U.S. Military Forces :

U.S. forces have helped partner nations in dire need numerous times. The most significant recent operation was in Haiti after Hurricane Matthew struck the nation in October 2016. U.S. military forces under Joint Task Force-Matthew supported the critical, early stages of U.S. disaster assistance to Haiti led by USAID. U.S. military forces delivered more than 600,000 pounds of aid to areas devastated by Hurricane Matthew.

1.4. Human Rights

Promote respect for human rights in Central and South America and the Caribbean

Promoting respect for human rights in Central and South America and the Caribbean is one of our top priorities. We have integrated respect for human rights as part of the SOUTHCOM mission since 1990.

Stakeholder(s):

Central America

Caribbean

South America

1.4.1. Policy

Administers the command's human rights policy

Human Rights Education and Policy ~ The Human Rights Office administers the command's human rights policy. SOUTHCOM established Regulation 1-20 in 1998, which requires all personnel assigned to SOUTHCOM or deployed to the Area of Responsibility to take human rights awareness education, understand their obligation to respect and protect human rights, and to report all suspected violations of fundamental human rights. SOUTHCOM personnel are also issued a pocket card (“Standing Orders Card”), which delineates SOUTHCOM’s Zero Tolerance policy for human rights violations.

1.4.2. Human Rights Initiative

Develop a model human rights program for military forces

Security Cooperation – The Human Rights Initiative ~ The Human Rights Initiative is a program initiated by SOUTHCOM's commander in 1997 and seeks to bring together representatives of military, security forces, civilian government and civil society to develop a model human rights program for military forces focused in four areas: doctrine, education and training, internal control systems, and cooperation with civilian authorities.

Stakeholder(s):

Military Forces

Costa Rica

Security Forces

Dominican Republic

Civilian Government

El Salvador

Civil Society

Guatemala

Human Rights Office :

Honduras

The Human Rights Office supports the efforts of 11 countries (Bolivia, Colombia, Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Panama, Paraguay, Peru, and Uruguay) and one regional organization, the Conference of Central American Armed Forces (CFAC) that have made a formal commitment to implement HRI within their armed forces.

Panama

Paraguay

Peru

Uruguay

Bolivia

Conference of Central American Armed Forces (CFAC)

Colombia

1.4.3. Analysis & Policy

Advise on human rights developments

Analysis and Policy Advising ~ The Human Rights Office provides direct support to the commander and senior leadership by advising on human rights developments in the Area of Responsibility that affect partner nation militaries and the nations of the region.

Stakeholder(s):

Human Rights Office

Partner Nation Militaries

1.4.4. Liaison

Serve as liaison with representatives of the human rights community

Liaison ~ The office serves as the command's liaison with representatives of the human rights community, including the interagency, international organizations and non-governmental organizations (NGOs).

Stakeholder(s):

Human Rights Community

within the military forces of SOUTHCOM's Area of Responsibility.

Human Rights Office :

The Human Rights Office holds regular meetings and identifies avenues for collaboration with the human rights community in the promotion of human rights

1.4.5. Human Trafficking

Combat trafficking in persons

Combating Trafficking in Persons ~ SC-HRO is responsible for overseeing the implementation of and compliance with DOD and SOUTHCOM CTIP Policy, which requires Combating Trafficking in Persons training for all personnel, including contractors.

Stakeholder(s):

Human Rights Office :

The Human Rights Office focuses its Combating Trafficking in Persons efforts on developing Area of Responsibility specific guidance and education for SOUTHCOM personnel to better recognize indi-

cators of trafficking in persons, and to comply with DoD and SOUTHCOM's Zero Tolerance policy toward trafficking in persons.

1.4.6. Integration

Support command offices responsible for ensuring that command-sponsored training and exercises incorporate human rights principles

Integration ~ The Human Rights Office provides support to command offices responsible for ensuring that command-sponsored training and exercises incorporate human rights principles, and are in compliance with SOUTHCOM Regulation 1-20.

Stakeholder(s):

Human Rights Office

1.5. State Partnership Program

Build relationships with partner nation forces

State Partnership Program in Latin America and the Caribbean ~ The U.S. National Guard's State Partnership Program (SPP) has been successfully building relationships with partner nation forces since 1993... State Partnership Activity Focus Areas:

- Security (border, port and aviation)
- Disaster preparedness and crisis management
- Humanitarian assistance
- Maintenance (aircraft, vehicles, vessels)
- Medical
- Logistics
- Engineering
- Communications
- Operational planning
- Professional development (leadership, officer, non-commissioned officer)
- Personnel and family support

Stakeholder(s):

U.S. National Guard :

Through SPP, the National Guard conducts military-to-military engagements to support defense and security cooperation around the world. In SOUTHCOM's Area of Responsibility, 18 U.S. states, Puerto Rico and the District of Columbia have active partnerships with defense and security forces from 24 nations in the Caribbean, Central America and South America.

SOUTHCOM State Partnerships :

State Partnerships in Latin America and the Caribbean ~ U.S. National Guard-supported state partnerships in the region date back to 1996. U.S. National Guard troops conducted dozens of state partnership events with counterparts in Latin America and the Caribbean every year. Here's a list of the current partnerships in the region and the years they were established:

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*Stakeholders (continued)***Arkansas :***Guatemala (2002)***Connecticut :***Uruguay (2000)***Delaware :***Trinidad-Tobago (2004)***District of Columbia :***Jamaica (1999)***Florida :***Guyana (2003) & Virgin Is. / Regional Security System–Eastern Caribbean (2006)***Georgia :***Argentina (2016)***Kentucky :***Ecuador (1996)***Louisiana :***Belize (1996) & Haiti (2011)***Massachusetts :***Paraguay (2001)***Missouri :***Panama (1996)***New Hampshire :***El Salvador (2000)***New Mexico :***Costa Rica (2006)***New York :***Brazil (2019)***Puerto Rico :***Honduras (1998) & Dominican Republic (2003)***South Carolina :***Colombia (2012) & Suriname (2006)***Texas :***Chile (2008)***West Virginia :***Peru (1996)***Wisconsin :***Nicaragua (2003)***1.6. Women, Peace & Security***Promote the contributions of women in the defense and security sectors*

Women, Peace and Security (WPS) Program ~ The U.S. Southern Command Women, Peace, and Security (WPS) Program is part of a national effort to promote the meaningful contributions of women in the defense and security sectors around the world. | The SOUTHCOM's Women, Peace, and Security (WPS) Program recognizes the diverse roles women play as agents of change in preventing and resolving conflict, countering terrorism and violent extremism as well as building post-conflict peace and stability in our Hemisphere. WPS is centered on four pillars: Participation, Prevention, Protection, and Relief and Recovery. This foundation provides unique engagement opportunities to strengthen bilateral relationships with regional partners through collective efforts that reinforce women's empowerment, meaningful participation in decision-making, protection from violence, and access to resources. Inclusiveness increases mission effectiveness and drives positive outcomes. With women making up over 50% of the population, they bring unique and necessary skills to security forces. We know that when we invest in a woman, she changes not only her own life, but also that of her family and community. Add that change in a key institution, such as the military, and she will change that institution and her country. While structural changes to recruitment, training, and promotion systems are critical, we must also acknowledge the contributions of talented women across the security sector. We have made it our mission to empower women by highlighting those who are breaking barriers in our region. We want to make those that are invisible, visible.

Stakeholder(s):**WPS Program Team :**

About Our Team ~ The WPS Program falls under the direct oversight of the SOUTHCOM Civilian Deputy to the Commander, Ambassador Jean Manes. The WPS Team's main responsibilities include:

- *Advising the Commander and staff on the integration of gender perspectives in military operations, activities, and investments (OAI) across the continuum of*

defense and security sectors in our region.

- *Ensuring we accurately represent the roles of women and men in our plans and exercises.*
- *Encouraging our partners to implement policies, plans, and structural changes that enhance the meaningful partici-*

— continued next page

Stakeholders (continued)

- *pation of women in decision-making processes related to peace and security.*
- *Building relationships, networks, and mutual understanding to enable collaboration.*

Ambassador Jean Manes :
Commander, WPS Program Team

1.7. Technical Assistance

Help Caribbean coast guards and maritime-patrol units improve maintenance and operational readiness through technical assistance visits

CBSI-TAFT Efforts Explained ~ The Technical Assistance Field Team is comprised of U.S. Coast Guard and Army engineers, technicians, specialists, and logisticians. The team operates under the tactical control of U.S. Southern Command. The TAFT focuses on assisting with maintenance, logistics, and procurement systems used in the upkeep of boats needed to disrupt illicit trafficking, conduct search and rescue, and support disaster response missions, as well as other coastal-security operations. The TAFT typically focuses on support of maritime interceptor craft – similar to boats used by the U.S. Coast Guard – previously provided by the United States through a variety of international support programs. The TAFT operates in direct support of the Caribbean Basin Security Initiative (CBSI). Funded by the U.S. State Department since 2013, TAFT’s technical expertise and support is one of the various forms of security assistance the U.S. is providing as part of CBSI to help Caribbean countries reduce illicit trafficking, improve public security, and promote social justice. As of January 2017, Eastern Caribbean coast guards supported by TAFT have increased their maritime patrols by 41 percent, boarding of suspect vessels by 182 percent, and seizure of suspect vessels by 68 percent since the team’s assistance began.

Stakeholder(s):

CBSI Technical Assistance Field Team (TAFT) :

The CBSI Technical Assistance Field Team (TAFT) is a small team comprised of U.S. Coast Guard and U.S. Army engineers and logisticians who help select Caribbean coast guards and maritime-patrol units improve maintenance and operational readiness through technical assistance visits. The TAFT operations support U.S. efforts to strengthen regional security by bolstering the maritime security and

counter-trafficking capabilities of Caribbean partner nations.

U.S. Coast Guard

U.S. Army

Caribbean Coast Guards

Caribbean Maritime-Patrol Units

1.8. Public-Private Cooperation

Build noncommercial partnerships with public agencies and private sector entities to enhance security and stability

Public-Private Cooperation ~ U.S. Southern Command (SOUTHCOM) seeks to build noncommercial partnerships with public agencies and private sector entities to enhance security and stability in the command's Area of Responsibility (Central America, South America and the Caribbean). The Public / Private Cooperation (PPC) program serves as a hub to facilitate these partnerships across the SOUTHCOM enterprise. | PPC Mission ~ Foster whole of society solutions for 21st century challenges in Latin America and the Caribbean by integrating Non-Federal Entities (NFEs) — Non-Governmental Organizations, Business, and Academia — into the shared mission of fostering security, enhancing stability, and enabling prosperity. | PPC Vision ~ Set the Department of Defense standard for public private integration, coordination, and collaboration. | What PPC Does ~ Through developing relationships with appropriate U.S. and regional organizations that demonstrate a shared sense of purpose, values, and priorities, we:

Stakeholder(s):

Public Private Cooperation Division

Public Agencies

Private Sector Entities

Non-Federal Entities (NFEs)

Non-Governmental Organizations

Business

Academia

Central America

South America

Caribbean

NFE Partners :

PPC Approach ~ SOUTHCOM's Public Private Cooperation Division seeks NFE partners whose re-

gional efforts complement and magnify our own. Areas of collaborative work include:

- *Combined/multinational exercises (clinic and school construction, medical, dental, and veterinary engagements, and other humanitarian civic assistance activities for underserved populations)*
- *Combined/multinational education (subject matter exchanges in fields as diverse as health and cyber security for developing partner nations)*
- *Partnership development and resource support for civil affairs forces to better support regional groups*
- *Leadership engagements with select U.S. and regional organizations to develop a common understanding of and aligned approaches to mutual areas of concern*
- *Academic engagement to cooperatively research emerging or other complex issues impeding Latin America and Caribbean security and stability outcomes*

1.8.1. Relationships

Establish collaborative relationships across sectors to increase stakeholder engagement in Latin America and Caribbean security and stability outcomes

1.8.2. Amplification

Leverage cross-sector relationships, expertise, and resources to amplify the effects of mutually beneficial SOUTHCOM enterprise programs and activities

1.9. Global Health

Support the training and readiness of partner nations' military and civilian health systems

SOUTHCOM's Global Health Engagement ~ SOUTHCOM provides direct support to the training and readiness of partner nations' military and civilian health systems through Global Health Engagements across Latin America and the Caribbean. We help build capacity in military health service support; force health protection; disaster preparedness and response; health surveillance; medical research and development; and detection, prevention and response to disease threats

2. Threats

Increase cooperation and information sharing with allies and partners to understand and counter threats

Counter Threats ~ U.S. Southern Command will increase cooperation and information sharing with allies and partners to understand and counter threats from transnational criminal organizations, violent extremist organizations, and malign regional and external state actors.

2.1. Transnational Criminal Organizations

Counter transnational criminal organizations

Transnational Criminal Organizations pose complex transnational threats to the stability of Latin America and the Caribbean and to U.S. public health and national security. These well-resourced groups traffic drugs, weapons, counterfeit items, money and people. This insidious web of crime threatens citizen security, undermines basic human rights, cripples the rule of law through corruption, erodes good governance, and hinders economic development. The U.S. military works with federal agencies and partners in the region to counter these threats.

Stakeholder(s):

Department of Defense :

Department of Defense Role Explained ~ We are committed to working with our partners to counter transnational criminal organizations that threaten safety and the stability in the region. Our approach supports the 2011 White House Strategy to Combat Transnational Organized Crime and complements the U.S. Strategy for Central America, the Caribbean Basin Security Initiative (CBSI), and Merida Initiative. This approach recognizes the leading role of other federal agencies in the effort to counter illicit trafficking, and leverages our capabilities — Title X detection and monitoring, support to law enforcement interdiction operations, and our ability to conduct network analysis — to defend the southern approaches to the United States. We focus security cooperation activities where they are most effective. We place priority on improving maritime, air, and land domain awareness capabilities in the Northern

Tier countries of Central America where the threat and disruption posed by transnational criminal organizations is greatest. In the Caribbean, we continue to support the development of a regional maritime interdiction strategy. U.S. Southern Command also provides equipment and training to improve regional maritime and air domain awareness.

Central America :

Focus on Central America ~ We are currently focused on strengthening the security capacities of our partners in Central America. As the lead U.S. agency responsible for directing illicit trafficking detection and monitoring activities, SOUTHCOM is undertaking operational and tactical activity in support of whole-of-government efforts to counter transnational organized crime in the maritime approaches to Central America.

2.1.1. Illicit Trafficking

Support counter illicit trafficking efforts

SOUTHCOM collaborates with other agencies and nations to support counter illicit trafficking efforts through detection and monitoring, information sharing, and partner nation capacity building.

2.1.1.1. Detection & Monitoring

Detect and monitor aerial and maritime transit of illegal drugs towards the United States

The DoD is the lead federal agency in efforts to detect and monitor aerial and maritime transit of illegal drugs towards the United States. The Key West, Fla.-based Joint Interagency Task Force South is the National Task Force that serves as the catalyst for integrated and synchronized interagency counter-illicit trafficking 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 and partner nation operations. The U.S. military commits a variety of forces in the region to support detection and monitoring efforts.

Stakeholder(s):

Maritime Interdiction Forces :

MARITIME: Normally, U.S. Navy, U.S. Coast Guard and partner nation (British, French, Dutch, Canadian and Colombian) ships patrol the waters in the Caribbean Sea, Gulf of Mexico, and the eastern Pacific on a year-round basis. Embarked on U.S., and at times allied nation naval vessels, are Coast Guard Law Enforcement Detachments that take the lead during operations to board suspected vessels, seize illegal drugs, and apprehend suspects. These forces also work closely with other regional partner nation coast guard and naval forces to provide support to board, search and seizure operations within partner nation territorial waters.

Air Interdiction Forces :

AIR: U.S. military, interagency and partner nation aircraft work together to support detection and monitoring missions. The aircraft are located throughout the region and at two Cooperative Security Locations

(CSLs) in Comalapa, El Salvador and in Curacao and Aruba, formerly part of the Netherlands Antilles (see more on CSL operations). These aircraft, in cooperation with partner nations and U.S. agencies, fly persistent missions to monitor areas with a history of illicit trafficking. The U.S. aircraft offer unique surveillance capabilities that complement the counter-illicit trafficking efforts of U.S. and partner nation law enforcement agencies.

Partner Nations :

OTHER: SOUTHCOM also provides support to partner nations through training, information sharing, and technological and resource/infrastructure assistance.

2.1.1.2. Interdiction

Support law enforcement agencies

Using information gathered by Joint Interagency Task Force South-coordinated operations, U.S. law enforcement agencies and partner nations take the lead in interdicting drug runners. Any U.S. military interdiction involvement is in support of those law enforcement agencies. Typically, U.S. military personnel are involved in supporting an interdiction during maritime operations in international waters, where U.S. Navy ships and aircraft patrol and intercept suspected traffickers. The actual interdictions – boarding, search, seizures and arrests – are led and conducted by embarked U.S. Coast Guard Law Enforcement Detachments or partner nation drug law enforcement agencies.

Stakeholder(s):

U.S. Law Enforcement Agencies

Partner Nations

2.1.2. Partner Nations

Enable partner nations to manage internal security threats and crises and contribute to regional and international security efforts

Supporting Partner Nations' Efforts ~ SOUTHCOM enables partner nations to manage internal security threats and crises and contribute to regional and international security efforts. We focus on training and equipping, infrastructure, and building capability and capacity programs for countering transnational threat networks. We aim to strengthen our relationships with the region's security forces. We continue to strengthen and build network linkages to regional militaries, civilian agencies, and experts with whom we will cooperate in the event of a crisis. And we will work to improve preparedness and response capabilities across the Area of Responsibility. The U.S. military assists partner nation efforts by:

2.1.2.1. Training

Train partner nation forces who are leading the fight against threat networks

2.1.2.2. Planning, Logistics & Intelligence

Providing planning training, logistical support and intelligence support

2.1.2.3. Equipment

Provide nonlethal equipment, including helicopter support, intelligence platforms, and command & control systems

2.1.2.4. Human Rights

Help nations develop human rights policy and programs

2.1.2.5. Multinational Exercises

Sponsor multinational counterdrug and counter-terrorism training exercises

2.1.3. USNORTHCOM Partnership

Synchronize Department of Defense operations in the Western Hemisphere and coordinate the employment of combined resources

Partnering with U.S. Northern Command ~ SOUTHCOM works directly with U.S. Northern Command to synchronize Department of Defense operations in the Western Hemisphere and coordinate the employment of combined resources.

Stakeholder(s):

USNORTHCOM

Central America :

The growing influence of Mexican transnational threat networks in Central America is a shared threat between SOUTHCOM and NORTHCOM, with regional violence and corruption increasing in both command's areas of responsibility as threat networks increase their areas of influence.

Mexico :

SOUTHCOM works closely with NORTHCOM in monitoring the Tri-border area between Mexico's Southern border, Belize, and Guatemala — a key region of the narcotics transit zone.

Belize

Guatemala

2.2. Campaign Martillo

Target illicit trafficking routes in coastal waters along the Central American isthmus

Campaign Martillo (Hammer) is a U.S., European, and Western Hemisphere effort targeting illicit trafficking routes in coastal waters along the Central American isthmus. U.S. military participation is led by Joint Interagency Task Force South, a component of U.S. Southern Command.

Stakeholder(s):

U.S. Navy :

The U.S. contribution to the multinational detection, monitoring and interdiction operation includes U.S. Navy and Coast Guard vessels, aircraft from U.S. federal law enforcement agencies, and military and law enforcement units from various nations working together to deny transnational criminal organizations the ability to exploit these transshipment routes for the movement of narcotics, precursor chemicals, bulk cash, and weapons along Central American shipping routes.

U.S. Coast Guard

U.S. Central America Regional Security Initiative :

Martillo is a critical component of the U.S. government's coordinated interagency regional security strategy in support of the White House Strategy to Combat Transnational Organized Crime and the U.S. Central America Regional Security Initiative. Fourteen countries are participating: Belize, Canada, Colombia, Costa Rica, El Salvador, France, Guatemala, Honduras, the Netherlands, Nicaragua, Panama, Spain, United Kingdom and the United States.

Belize

Canada

Colombia

Costa Rica

El Salvador

France

Guatemala

Honduras

Netherlands

Nicaragua

Panama

Spain

United Kingdom

United States

Chile :

Chile has also contributed to the operation.

Joint Interagency Task Force South :

(JIATF South) The Key West, Fla.-based JIATF South is the National Task Force that serves as the catalyst for integrated and synchronized interagency counter-illicit trafficking 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 and partner nation operations. Learn more about Joint Interagency Task Force South

2.3. Cooperative Security Locations

Use existing airfields to support the region's multinational efforts to Combat Transnational Organized Crime

The U.S. military has two Cooperative Security Locations (CSLs), formerly known as Forward Operating Locations, in Latin America and the Caribbean. The CSLs are strategic, cost-effective locations in Comalapa, El Salvador and Aruba-Curacao, formerly part of the Netherlands Antilles, which allow U.S. and partner nation aircraft the use of existing airfields to support the region's multinational efforts to Combat Transnational Organized Crime. The CSLs are the result of cooperative, long-term agreements between the United States and host nations.

Stakeholder(s):

Comalapa, El Salvador :

Central American CSL (Comalapa, El Salvador) ~ The CSL at Comalapa is located at the Comalapa International Airport. In March 2000, the U.S. reached agreement with the government of El Salvador to operate out of Comalapa International Airport for 10 years. This CSL significantly extends the reach of detection and monitoring aircraft into the Eastern Pacific drug smuggling corridors, through which more than half of the drugs heading for the U.S. transit — often in multi-ton shipments. The U.S. Navy handles day-to-day operations at the CSL, and provides the military aircraft and personnel.

Aruba-Curacao :

Caribbean CSL (Aruba-Curacao, The Netherlands Antilles) ~ The CSL is at two locations: Curaçao's Hato International Airport and Aruba's Reina Beatrix International Airport. The formal 10-year access agreement with the Kingdom of the Netherlands was

signed in March 2000 and the Netherlands' parliament ratified the agreement in October 2001. Both CSL locations required minor construction improvements to include aircraft parking ramps, maintenance, and operations buildings. Counter-drug flights were made from these locations even as improvements were being made. To date, the Aruba CSL has seen limited improvement and use while the Curacao CSL has received all required improvements to include ramp space for two large, two medium, and six small aircraft, a fresh water rise facility, a maintenance hangar, and an operations building. Aruba-Curacao provides effective, rapid response operations in the northern source zone, which includes the Guajira Peninsula of Colombia and the Venezuelan border region, as well as a large part of the transit zone. The U.S. Air Force handles day-to-day operations at the CSL.

2.4. Military Information Support Operations

Conduct Military Information Support Operations (MISO)

The United States Southern Command (USSOUTHCOM), through its Components and Joint Task Forces, conducts persistent Military Information Support Operations (MISO) throughout the Area of Responsibility, specifically in Brazil, Colombia, El Salvador, Ecuador, Guatemala, Guyana, Honduras, Jamaica, Panama, Peru, Suriname, Trinidad and Tobago, and Venezuela. USSOUTHCOM also conducts internet-based MISO. These activities are designed to strengthen partnerships and to counter global and regional threats, consistent with mutual Partner Nation (PN) and U.S. security strategies and objectives. MISO forces work in conjunction with PNs' security forces in the region, and use a variety of means to enable USSOUTHCOM to attain Commander's Campaign Plan objectives and to influence select foreign audiences in accordance with desired attitudes and behavior. These means include, but are not limited to, public engagements, terrestrial and satellite television, radio, print products, text messages, social media and websites. These MISO activities are coordinated with U.S. government agencies and implemented in accordance with U.S. Code and DoD policies.

Stakeholder(s):

Brazil

Colombia

El Salvador

Ecuador

Guatemala

Guyana

Honduras

Jamaica

Panama

Peru

Suriname

— continued next page

Stakeholders (continued)

Trinidad and Tobago

Venezuela

2.5. Rewards

Pay rewards for information that enables the disruption of terrorist threats or contributes to the force protection of U.S. and PN security forces

USSOUTHCOM is also working with its partners in Colombia, Peru, and Panama to offer and pay rewards for information that enables the disruption of terrorist threats or contributes to the force protection of U.S. and PN security forces. USSOUTHCOM MISO efforts are ongoing and will continue for at least the next 12 months.

Stakeholder(s):

Colombia

Panama

Peru

3. Teamwork

Prepare for both steady state and crisis operations

Build Our Team ~ Our U.S. Southern Command team will be ready for both steady state and crisis operations.

3.1. Knowledge

Train and educate our work force

Knowledge matters: we must have a trained, educated, and highly competent work force. Our education will include history and culture. Our team must understand the business of warfighting and be equally capable of executing security cooperation with initiative, agility, and transparency to achieve results. We must plan and act with a sense of urgency, and approach every week as though it is our last week of peace. We must operate from a foundation of trust, unity of effort, and shared understanding. We will embrace innovation, while holding ourselves accountable for results and to being good stewards of taxpayer resources. We commit to continuous improvement of our knowledge, processes, and business practices in order to align our activities with priorities and measure returns on investment. Being capable and ready includes ensuring our individual and family health and readiness.

Stakeholder(s):

TEAM SOUTHCAM :

Total Engagement for All Members of U.S. Southern Command, or TEAM SOUTHCAM, is a command-sponsored organization that aims to support command service members, civilians and family members — in South Florida and assigned through-

out the region — by providing a network of communication, building morale and unity, enhancing quality of life, and providing community resources and a network of mutual support.

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