

United States Marine Corps  
The Basic School Training  
Command  
Camp Barrett, Virginia 22134-5019

**MOTORIZED CONVOY  
OPERATIONS  
B3P4878  
STUDENT HANDOUT**

Introduction

Missions can be conducted via different methods of movement, such as airborne / heliborne, mechanized / armored, foot-mobile, or motorized. Motorized operations refer to missions in which vehicles are the method of movement. While the tactical task of that specific mission will not change, the introduction of vehicles into the operation will demand additional planning considerations and details in the execution. Several types of operations you have already learned about can be executed as motorized operations: offensive operations, defensive operations, and patrols.

One subcategory of motorized operations is tactical convoy operations. **A tactical convoy is a deliberate planned combat operation to move personnel and / or cargo via ground transportation in a secure manner under the control of a single commander.** Tactical convoys must have access to the current common operational picture and maintain an aggressive posture that is both agile and unpredictable. The notion that convoys travel in safe rear areas after assault forces have cleared the way is not valid. The front lines have ceased to exist in a clear, linear fashion and the enemy may often seek to target our lines of communication and our resupply efforts rather than directly engage our ground combat forces. **The term convoy refers to a broad spectrum of missions ranging from a four-vehicle convoy of Highly Mobile Multi-Wheeled Vehicles (HMMWVs) tasked to resupply an infantry platoon to a fifty-vehicle convoy made up of military, civilian contractor, local nationals (LN), and third-country national (TCN) vehicles.** Any Marine officer could potentially command a convoy. The tactical fundamentals you have learned thus far at TBS still apply to convoys; however, the introduction of vehicles as the key element in motorized operations makes planning and executing convoys more complex than previous missions. For example, command and control, geometry of fires, coordination, and immediate actions become more complicated with vehicles. Actions often happen more quickly and forces are dispersed over greater distances compared to foot-mobile operations. In this class, you will learn how to plan and execute a convoy, and be introduced to specific planning requirements for the employment of vehicles in motorized operations. Convoy operations demand deliberate, thoughtful planning, keen METT-T analysis, thorough training / rehearsals, and decisive execution. In this class you will learn the planning considerations, principles, and tactics of convoys as an element of motorized operations.

In This Lesson

In this lesson, you will learn how to apply METT-T and the five paragraph order format to convoy operations. The class will introduce: movement formations, task organization, and the responsibilities of key personnel. The class will also discuss immediate action drills and general considerations. A sand table exercise follows the class and reinforces the concepts and principles in preparation for the convoy field exercise. This lesson covers the following topics:

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<p><u>Learning Objectives</u></p>	<ul style="list-style-type: none"> <li>• Without the aid of reference, define key convoy billets, without error. (MCCS-OFF-2103q)</li> <li>• Without the aid of reference, describe convoy task organization, without omission. (MCCS-OFF-2103r)</li> <li>• Without the aid of reference, describe convoy immediate actions without omission. (MCCS-OFF-2103s)</li> <li>• Without the aid of reference, describe convoy actions on enemy contact without omission. (MCCS-OFF-2103t)</li> <li>• Given motorized assets, a unit, attached crew served weapons assets, a mission with commanders intent, plan convoy routes to accomplish the mission. (MCCS-OFF-2103u)</li> <li>• Given motorized assets, a unit, attached crew served weapons assets, a mission with commanders intent, and higher, adjacent, and supporting units, conduct convoy coordination to complete planning. (MCCS-OFF-2103v)</li> <li>• Given motorized assets, a unit, attached crew served weapons assets, a mission with commanders intent, coordinate convoy execution with higher headquarters to accomplish the mission. (MCCS-OFF-2103w)</li> <li>• Given motorized assets, a unit, attached crew served weapons assets, a mission with commanders intent, perform the duties of the convoy commander to accomplish the mission. (MCCS-OFF-2103x)</li> <li>• Without the aid of reference, describe the six essential parts of the convoy scheme of maneuver, without omission. (MCCS-OFF-2103ad)</li> </ul>
<p><u>Convoy Planning</u></p>	<p>All Marine Corps convoys are tactical in nature and assume that enemy contact is probable or imminent. Therefore, security considerations must be planned commensurate with the threat. As discussed below, METT-T analysis should determine the appropriate security posture and drive your planning. Tactical convoys are combat operations and should be planned and executed as such. The convoy and its personnel must be able to defend themselves, prepared to inflict harm and damage on the enemy if the opportunity arises, however not let pursuit of the enemy interfere with the accomplishment of the assigned mission.</p> <p>The tactical planning process for convoy is the same as any other operation save one important consideration: <b>the selection of the route is based off a comprehensive METT-T that includes all route options and comes before the EMLCOA, Commanders Intent, and SOM. By selecting your route prior to developing your EMLCOA, CI, and SOM, you can focus your effort and the products of your planning. Keep in mind, your route is not your SOM; it is one of several elements that craft your SOM.</b></p> <p style="text-align: center;"><b>METT-T (Route) &gt; EMLCOA &gt; CI &gt; SOM/FSP &gt; ME/Tasks</b></p>
<p><u>METT-T</u></p>	<p>Whether a route is dictated by higher or left up to his/her discretion, the convoy commander will always conduct a METT-T analysis. There are often several route options that can be used to get a convoy from its start point to its objective. Therefore, the convoy commander must conduct an estimate of the situation that considers all route options and is used to intelligently select the best route for the mission at hand.</p> <p>With the receipt of your mission, your vehicle footprint becomes evident. <b>Your vehicle footprint directly influences what route options are tenable. For example, semi-trucks and Logistics Vehicle Systems (LVSs) are long, heavy, and may not be able to make tight turns through complex obstacle plans. They will limit your convoy's overall mobility. Therefore, your Terrain Analysis will come directly following the analysis of your Troops and Support and Vehicle Footprint. Based on the aforementioned analyses, you will have determined which routes are physically possible and then proceed to analyze the enemy for those routes.</b></p> <p>Once a route has been selected from your comprehensive METT-T analysis, the convoy commander must select an alternate route from those he has already analyzed.</p>

<p><u>Mission</u></p>	<p>The mission states the desired convoy objective or end state (deliver what to who, where, when, and why). Implied tasks may apply, such as:</p> <ul style="list-style-type: none"> <li>• <u>Intelligence Collection</u>. Similar to a patrol, every Marine on that convoy is an intelligence collector and the convoy can observe and gain valuable intelligence on the enemy situation, atmospheric, and the route.</li> <li>• <u>Route Clearing</u>. Each convoy has a responsibility to make the road safer for the friendly military forces that may follow it. The convoy is responsible for dealing with any improvised explosive devices (IEDs) it finds unless told otherwise by higher.</li> <li>• <u>Snap Vehicle Checkpoints (VCPs)</u>. The convoy may be ordered to conduct snap VCPs or hasty vehicle and personnel searches if they come in contact with, or gain intelligence about a potential enemy.</li> </ul>
<p><u>WARNO</u></p>	<p>As with any other operation, as soon as the convoy commander receives the mission, he or she should issue a warning order to his subordinate unit leaders to ensure they have maximum time to prepare themselves, troops, and equipment. The convoy commander should strive to achieve the 1/3-2/3 rule and continuously update subordinates on the enemy situation, immediate logistical requirements pertaining to the mission, and route and weather conditions. With the warning order, subordinate leaders should have immediate access to vehicle and personnel checklists to aid in preparation.</p>
<p><u>Troops/ Support/ Vehicle Footprint</u></p>	<p>“Troops available” extends beyond the convoy’s organic Marines and attached security personnel. The convoy commander must determine what fire support agencies are available along all route options. Convoys often cross into other units’ battle-space and can quickly outdistance any organic fire support their unit might have. The convoy commander needs to find out not only what firing agencies can support him or her, but also how to contact them.</p> <p>Quick reaction forces (QRF), Explosive Ordnance Disposal (EOD) personnel, CASEVAC capabilities, and recovery assets are all things the convoy commander should be considering while he or she is analyzing his/her route options. Again, these resources are often available when traveling in other units’ areas of operations, but the convoy commander must know where they are, who they belong to, and how to request them.</p>
<p><u>Vehicle Employment &amp; Capabilities</u></p>	<p>There are several variants of vehicles that can be found in Marine Corps convoys, ranging from tracked and wheeled tactical vehicles to civilian tractor-trailers. Below are some of the Marine Corps wheeled vehicles that are commonly used in convoy operations today:</p> <p><u>Marine Armor System Medium Tactical Vehicle Replacement (MAS MTRV 7-Ton)</u>. This vehicle is the most common cargo and personnel carrying vehicle in the Marine Corps. It is commonly found in the Main Body Security Unit, as a cargo or personnel carrier. Additionally, it can be used in the Lead Security Unit as a lead vehicle due to its survivability against IEDs. Below are specific characteristics of the MTRV:</p> <ul style="list-style-type: none"> <li>• Employment: Troop/Cargo carrier, Lead convoy vehicle</li> <li>• Payload: 7.1 tons off-road, 15 tons on improved surfaces</li> <li>• Personnel: 17 troops (including Machine Gunner)</li> <li>• Weight: 33,000-40,000 lbs</li> <li>• Armor: Flank protection from 7.62, 360-degree protection from frag/blast</li> <li>• Pros: Armor and ground clearance provide good protection from undercarriage blasts (IEDs)</li> <li>• Cons: Limited maneuverability due to height/weight</li> </ul> <p><u>Up-Armor HMMWV (UAH)</u>. The UAH is common throughout all elements of the MAGTF, and is a highly-versatile vehicle that can be used for everything from providing security for convoys to conducting mounted patrols. The UAH is commonly fitted with increased communication capabilities making it an ideal command and control vehicle. Its smaller size and lighter weight make it significantly more maneuverable than MTRV's and MRAP's both on and off-road. Below are specific characteristics of the UAH:</p> <ul style="list-style-type: none"> <li>• Employment: Security Element, C2, and mounted patrols</li> <li>• Personnel: 5 (including Machine Gunner)</li> <li>• Weight: 11,000 lbs</li> <li>• Armor: Flank protection from 7.62</li> <li>• Pros: Maneuverable and capable of improved C2 capabilities</li> <li>• Cons: High center of gravity (increased roll-over risk), vulnerable to undercarriage blasts</li> </ul>

<p><u>Vehicle Employment &amp; Capabilities (Continued)</u></p>	<p><u>Mine Resistant Ambush Protected (MRAP)</u>. MRAPs are some of the newest vehicles to the Marine Corps fleet, and are built to survive both direct fire weapons and blasts. Their V-shaped hull, ground clearance and weight make them the most survivable wheeled vehicles currently used in convoy operations. They are commonly used as C2 and security vehicles, as well as for special missions such as Explosive Ordnance Disposal (EOD). However, while it is very survivable, its trafficability and maneuverability are severely restricted. Below are specific characteristics of MRAPs:</p> <ul style="list-style-type: none"> <li>• Employment: Lead Vehicle, C2, Security Element, EOD</li> <li>• Personnel: 6 (4x4 variant), 10 (6x6 variant)</li> <li>• Weight: 34,000 lbs (4x4), 42,000 (6x6)</li> <li>• Armor: Flank Protection from 7.62-12.7mm (variant dependent), 360 degree blast/frag protection</li> <li>• Pros: Most survivable vehicle due to V-shaped hull</li> <li>• Cons: Poor off-road capability (6x6 is almost incapable of any off-road employment)</li> </ul>
<p><u>Communications</u></p>	<p>Communication is one of the most important planning considerations for the convoy commander. By the nature of a convoy, vehicles and personnel are spread out along a considerable distance, making radio communications the main method by which the convoy commander commands and controls the unit. Communications assets may be limited and the convoy commander will have to choose wisely where to position the radios. The ideal is one radio per vehicle. The convoy commander must know the capabilities and limitations of all the communications gear and how to properly employ it, keeping in mind the distance the convoy will cover and the length of the convoy itself. For example, in larger convoys, in order for the convoy commander to talk with the lead and rear vehicles there should probably be other radios positioned throughout the middle of the convoy to relay over the long distances. There are three types of communications in a convoy:</p> <ul style="list-style-type: none"> <li>• <u>External To The Convoy</u>: The convoy commander is the primary person talking to units external to the convoy in order to coordinate with higher, adjacent, and supporting units. The convoy commander talks externally to coordinate boundary crossing, keep higher headquarters informed, employ supporting arms, and call for external assets (i.e., CASEVAC, EOD, QRF, or recovery support).</li> <li>• <u>Vehicle To Vehicle</u>: Members within the convoy communicate with one another on the status of the convoy. The convoy commander issues orders to subordinates and members of the convoy report problems, observations, or enemy contact.</li> <li>• <u>Vehicle Internal</u>: Personnel inside the vehicles communicate among themselves, more often visually or by voice rather than by radio. The vehicle commander relays orders he or she received from the convoy commander over the radio to his crew. Gunners and drivers report their observations to the vehicle commander. Often times this communication is done by voice rather than radio within the vehicle.</li> </ul>
<p><u>Air Support</u></p>	<p>Aircraft can provide a wide range of capabilities to support convoy operations. The most common are:</p> <ul style="list-style-type: none"> <li>• <u>Intelligence, Surveillance, &amp; Reconnaissance (ISR)</u>. Aircraft can fly ahead and to the flanks of the convoy and report on enemy and route conditions.</li> <li>• <u>Show of Force</u>. Aircraft make their presence known to enemy forces making the convoy a "hard" target.</li> <li>• <u>Close Air Support (CAS)</u>. Destroy enemy through fires from the aircraft.</li> <li>• <u>CASEVAC</u>. Highly responsive evacuation of wounded personnel.</li> </ul>

<p><u>JTAC</u></p>	<p>Every convoy should have a Joint Terminal Attack Controller (JTAC) or an individual tasked with the control of a supporting aircraft that is not the Convoy Commander. The Convoy Commander should be focused on command and control of the convoy and the enemy threat, not on controlling air. Whoever is controlling air should be co-located with the Convoy Commander. The JTAC is responsible for the following:</p> <ul style="list-style-type: none"> <li>• Develop an air support plan that supports the convoy commander's SOM</li> <li>• Process the raw information coming from the aircraft into actionable intelligence for the convoy commander while filtering out unnecessary information</li> <li>• Prosecute targets using CAS</li> <li>• Execute air CASEVAC missions as needed</li> </ul> <p>The JTAC or controlling individual will be required to provide information to the aircraft "checking in" to support the convoy; much like dismounted forces must provide information to pilots in support of their operations. The specific information a convoy must provide to aircraft is:</p> <ul style="list-style-type: none"> <li>• Number of vehicles in convoy</li> <li>• Vehicle number JTAC/Convoy Commander are in</li> <li>• Convoy route</li> <li>• Concerns</li> <li>• Named Areas of Interest (NAI)</li> </ul>
<p><u>Terrain &amp; Weather</u></p>	<p>Terrain and Weather must be carefully considered. One of the most important aspects of your analysis is the roads that make up your route options. Consider: What is the composition of the roads surfaces? What is the condition of the roads surfaces? How wide are they? Are there bridges and/or overpasses and will they be able to handle the weight of the vehicles in the convoy? <b>Your particular vehicle footprint will often determine what routes are suitable for transit.</b> A Semi-truck with a 70 ton M1A1 Tank on the trailer will likely restrict your route options. Additionally, it is important to include a traffic analysis as a sub-category to your terrain analysis. Ask: what roads are heavily trafficked and what times is the traffic heavy? You should make every effort to avoid heavy civilian traffic due to the increased threat and congestion it creates.</p> <p>Weather conditions such as rain, fog, snow, and sandstorms affect the routes, the performance of your vehicles, your Marines and therefore must be heavily considered during your analysis.</p>
<p><u>Enemy</u></p>	<p>The enemy should be analyzed using SALUTE and DRAW-D to assist in the development of the EMLCOA. The enemy analysis should be focused on all trafficable routes (mobility corridors) and not the entire AO through which your convoy will pass. After all, convoys are primarily confined to the roads. Unless dictated by higher, the convoy commander must analyze the enemy for all route options. This analysis, as a part of the wider METT-T analysis, will weigh heavily in the ultimate selection of a final route. Intelligence data compiled over time can give a good picture of the tactics and locations the enemy uses. The convoy commander should make every effort to seek the S-2 for the most recent intelligence analysis and products. The convoy commander must pay attention to all possible types of enemy contact and ensure his or her Marines can properly execute the appropriate immediate action (IA) drills.</p>
<p><u>Time/ Space/ Logistics</u></p>	<p>Time is an important planning factor in mission preparation. Clearly, the amount of time available will determine the level of detail in the planning and preparation process. Additionally, the convoy commander may have time restraints pertaining to the arrival time at the objective, return time, or travel restrictions along certain routes. Within this, the convoy commander must consider what he/she is delivering and how he/she plans on unloading the cargo. What is being delivered and the method of offload will significantly influence your time analysis.</p> <p>Also, it is imperative that the convoy commander considers the effect time has on his/her troops and takes measures to mitigate potentially dangerous situations, such as fatigued drivers and gunners. It is important to stay abreast of the condition of your troops. If too fatigued, a vehicle commander cannot make decisions, a gunner cannot acquire targets, and drivers will cause accidents. Therefore, if possible, you should make every effort to get your Marines an opportunity to rest prior to the return to base.</p>

<p><u>EMLCOA</u></p>	<p>At the conclusion of your METT-T analysis you will develop an extensive and detailed EMLCOA. <b>Due to the vast distances covered during any mounted mission, the enemy's composition, disposition, and strength; capabilities and limitations; and TTPs may vary along the length of one route.</b> Because of this, the convoy commander's analysis may often result in an EMLCOA with multiple elements. Your EMLCOA will begin with a statement describing the overall intent of the enemy and be followed by a partitioning to reflect the analysis, organized by the use of CPs. An example EMLCOA:</p> <ul style="list-style-type: none"> <li>• The enemy wants to prevent the resupply of the combat units in and around the city and will therefore continue to attack the resupply convoys.</li> <li>• Between CP 7 and 13 I expect the enemy to attempt complex attacks, initiated by an IED followed by SAF concentrated on the vehicle in the kill zone. Upon accurate suppression by our CSW, I expect them to withdraw north into the al'Albra neighborhood using the diffuse network of alleyways.</li> <li>• Between CP 15 and 11 I expect them to attempt to attack our convoy with harassing fire from small arms and light MGs. Upon effective suppression from our CSW they will withdraw.</li> </ul>
<p><u>Commander's Intent</u></p>	<p>The Commander's Intent for convoy operations needs to reflect the unique mission of combat service support (CSS), i.e. combat unit sustainment through the delivery of essential equipment and personnel. Up until this point, Commander's Intent was based around the central theme of defeating the enemy, whether in offensive or defensive operations. Tactical Convoy operations are not movement to contacts and though it may display some similarities, it is neither a security patrol. <b>Your mission is to deliver the assigned cargo and engagement with and subsequent pursuit of the enemy should never supersede it, unless ordered by higher. Your Commander's Intent should be based on the theme of keeping your convoy moving.</b> When ambushed by the enemy, you should attempt to achieve fire superiority in order to recover downed vehicles and Marines, break the ambush, and continue to push towards your objective.</p> <p>Commander's Intent (Method) should be based on the following template:</p> <ul style="list-style-type: none"> <li>• CG should be a key strength that allows EN to stop/slow the convoy</li> <li>• CV should be key weakness of EN that is linked to their capability to stop/slow the convoy</li> <li>• Exploitation Plan should be a combination of an IA drills, convoy TTPs, and the use of organic and supporting arms to keep the convoy moving</li> </ul>
<p><u>Convoy Order</u></p>	<p>The convoy order is the method by which the convoy commander conveys his or her plan to the rest of the convoy. Since convoy operations are complex undertakings, the order is often detailed and lengthy. Several individuals have specific responsibilities, and there are a number of additional details involved in a successful convoy. A good convoy order will include extensive and detailed coordinating instructions and tasking statements, similar to a patrol order. The convoy commander will give his or her order to all hands, including attachments and passengers. Again, this is the opportunity for the convoy commander to ensure everyone knows what the plan is and their specific responsibilities.</p> <p>With the receipt of your mission, your vehicle footprint becomes evident. Your vehicle footprint directly influences what route options are tenable. For example, semi-trucks and Logistics Vehicle Systems (LVSs) are long, heavy, and cumbersome and will limit your convoy's overall mobility. Therefore, your Terrain Analysis will come directly following the analysis of your Troops and Support. Based on the aforementioned analyses, you will have determined which routes are physically possible and then proceed to analyze the enemy forces for those routes.</p>

<p><u>SOM</u></p>	<p>Once a thorough METT-T analysis has been conducted and the convoy commander has determined the EMLCOA and Commanders Intent, it is time for the convoy commander to devise his scheme of maneuver. Like defensive operations, convoy has a unique combination of elements that make up the SOM. They are as follows:</p> <ul style="list-style-type: none"> <li>• Task Organization</li> <li>• Distribution of Forces</li> <li>• Route (a named route or CPs)</li> <li>• Movement Formations</li> <li>• Tactical Control Measures</li> <li>• Actions on the Objective</li> </ul>
<p><u>Task Org</u></p>	<p>Convoys are task organized into a Lead Security Unit, Main Body Security Unit, and Rear Security Unit. <b>The Lead Security Unit</b> provides 180 degree security to the front of the convoy and its tactical task is to screen to the front. <b>The Rear Security Unit</b> provides 180 degree security to the rear of the convoy and its tactical task is to screen to the rear. <b>The Main Body Security Unit</b> provides flank security for the convoy and its tactical task is to protect; the cargo falls within the main body, in between the security vehicles. The Convoy Commanders vehicle also typically falls within the main body. This task organization is simple and flexible and can be used with mounted units as small as 3 vehicles or as large as 50. No matter the size of the convoy, the task organization stays the same but the size of the security unit's change. The task organized security units should designate and employ their vehicles in buddy pairs for mutual support. The Lead and Rear Security Units must be prepared to rotate based on the convoy commanders SOM and IA Drills. The definitions of screen and protect are as follows:</p> <ul style="list-style-type: none"> <li>• Screen (Lead and Rear Security Units): Observe, identify, and report information and only fights in self-protection (MCDP 1-0).</li> <li>• Protect (Main Body Security Unit): Prevent observation, engagement or interference with a force or location (MCDP 1-0).</li> </ul>
<p><u>DOF</u></p>	<p>For convoy operations the DOFs as it applies to your task organized subordinate units never changes and is therefore briefed as assigned, that is to say, not anonymously: the lead security unit is SE 1, the main body security unit is the ME, and the rear security unit is SE 2.</p>
<p><u>Route</u></p>	<p>Your route is a result of your comprehensive METT-T analysis and in your SOM is briefed either by name or CP's following task organization and distribution of forces. Ensure you have also planned an alternate route. Since your METT-T analysis included all viable route options, the work is already completed and you just need to select an alternate route that is executable.</p>
<p><u>Route Recon</u></p>	<p>The convoy commander should strive to conduct a route reconnaissance. The convoy commander should ask the S-2 for overhead imagery or footage from unmanned aerial vehicle (UAV) flights. At a minimum, the convoy commander must conduct a map reconnaissance. This map reconnaissance will help determine the appropriate speed, dispersion, and order of march alternate routes, danger areas, or potential targets for indirect fires. Additionally, the CC should attempt to gain relevant information from adjacent units that have driven the route.</p>
<p><u>Movement Formations</u></p>	<p>The column type used will be determined through METT-T and route reconnaissance analysis and may vary throughout the route. When determining which column to use, the convoy commander must balance the requirement for dispersion as a passive security measure along with his or her ability to command and control the convoy. Although an infinite variety of intervals exist, there are two basic formations for the column:</p> <p><b>Open Column.</b> Distance between vehicles is approximately 100m-200m. This formation works best in open terrain and on roads that allow for travel at higher rates of speed.</p> <p><u>Open column advantages:</u></p> <ul style="list-style-type: none"> <li>• Greater dispersion provides protection against enemy IDF, IEDs, and air attack.</li> <li>• The farther the vehicles are spread out, the less chance more than 1 vehicle will be caught in a kill zone. An IED using a 155 round would only have effects on 1 vehicle vice 2 or more.</li> <li>• Increased interval provides drivers more stopping distance and greater room to maneuver, reducing chance of accidents.</li> </ul>

<p><u>Movement Formations (Continued)</u></p>	<p><u>Open column disadvantages:</u></p> <ul style="list-style-type: none"> <li>• Larger footprint</li> <li>• More difficult command and control</li> <li>• Intervals can be hard to maintain</li> <li>• Harder for vehicles to maintain visual contact</li> <li>• IA Drills harder to execute/ lack of mutual support</li> </ul> <p><b><u>Close Column.</u></b> Distance between vehicles is approximately 50m-100m. This formation works best at night, in urban areas, or in high traffic areas.</p> <p><u>Close column advantages:</u></p> <ul style="list-style-type: none"> <li>• Smaller footprint</li> <li>• Greater control</li> <li>• Vehicles can mutually support one another more effectively/mass fires</li> <li>• More difficult for civilian traffic to enter convoy</li> </ul> <p><u>Close column disadvantages:</u></p> <ul style="list-style-type: none"> <li>• More vulnerable to indirect fire and IEDs</li> <li>• More vehicles may be caught in the kill zone</li> <li>• Less stopping and maneuvering distance between vehicles</li> <li>• Exhausting for drivers to maintain interval for long periods of time</li> </ul> <p>At any given time during the SOM, both formations may be used; you can apply the open column between security units and closed to the vehicles within each unit.</p>
<p><u>TCMs</u></p>	<p>Tactical Control Measures are used to command and control a convoy much as they would be used for a squad or platoon attack. Obviously not all offensive operations TCMs would be used but many apply and should be used to break down the movement into small portions during the briefing of SOM. Some commonly used TCMs are as follows:</p> <p><u>Check Points.</u> Like in any other operation, check points are used to facilitate command and control for the unit commander as well as command and control and battle space management for higher head quarters. As it relates to higher, it is important that the reporting of location is accurate and because of the size of the geographic space a convoy may cover, simply submitting the check point your first vehicle passes does not suffice; the convoy commander must tell higher when the first vehicle passes the check point and when the last vehicle passes the check point.</p> <p><u>Rally points.</u> Just like in patrolling, rally points are used to consolidate your forces and regain command and control following contact with the enemy. Fixed rally points are hard pre-planned locations on a map--such as CPs. Floating rally points are not preplanned locations, instead they are preplanned distances from points of enemy contact. Both are briefed in the SOM.</p> <p><u>Unit Boundaries.</u> Along with designating his or her own control measures, the convoy commander must pay particular attention to those of adjacent units. The convoy commander must be aware of unit boundaries the convoy will cross through and other important control measures in that unit's area of operations (AO), such as phase lines. It is imperative that the convoy commander check in and out with each unit as the convoy crosses its battlespace. The convoy is essentially a guest in another unit's territory and must inform that unit of its presence to de-conflict any current operations and avoid friendly fire incidents. Also, that unit may be able to provide assistance to the convoy if needed in the form of fire support, CASEVAC, recovery support, or QRF. Coordination with other units is one of the most important tasks of the convoy commander during the execution of the convoy.</p>
<p><u>Actions On Objective</u></p>	<p>Actions on Objective. The convoy commander must also consider what actions need to occur on the objective. A few considerations are as follows:</p> <ul style="list-style-type: none"> <li>• Has the objective been cleared and secured, or are we doing it?</li> <li>• Who is the unit receiving the convoy's cargo on the objective and what is the link-up plan?</li> <li>• How will the convoy occupy the objective?</li> <li>• What is the plan for offloading/loading the convoy's cargo?</li> <li>• How long will the members of the convoy remain on the objective and is there billeting?</li> </ul>

<p><u>Example SOM</u></p>	<p>Before "walking the dog", you will brief three of the 6 essential elements of the SOM: task organization, DOF, and route. Also, note the sentence in bold below, it demonstrates the use of CPs as methods of implementing and communicating passive security measures (dispersion) and of course its implementation is a result of the enemy analysis.</p> <p><i>We will conduct a tactical resupply convoy, task organized into a Lead Security Unit as SE 1, Main Body Security Unit as the ME, and Rear Security Unit as SE 2. The cargo trucks will travel in between the 2 Main Body Security vehicles. The lead of the 2 Main Body Security vehicles will also be the C2 vehicle. We will travel along Route Gold from the Bn Assembly Area to the resupply point at COP Bastion, passing checkpoints 13, 21, 7, 6, and 8. <b>Between CP 13 and 7 we will be in an open column to help mitigate the high IED threat and between 7 and 8 we will be in a closed column for ease of mutual support in the built-up urban terrain.</b> Checkpoints 6 and 13 will be designated as our fixed rally points to be used at my discretion. In the event of enemy contact, floating rally points will be established 1km (or one terrain feature, whichever is greater) beyond the initial point of contact. As the first vehicle passes CP 8, I will contact the supported unit via the Bn Tac Net and request link-up. Upon arrival at the objective, the cargo trucks and my vehicle will enter the COP and execute offload while the remainder of the convoy will remain outside the ECP, spaced 50m apart. Everyone will remain in the vehicle and gunners will orient away from the COP. Once resupply is complete, we will reform in the original order of march and return to the Bn AA along the same route.</i></p> <p>When it comes to briefing danger areas, those that are dealt with by SOP (IA drills) are briefed in Coordinating Instructions. If you are going to deal with unique danger areas (a bridge that has a particular barrier plan), then you brief this in the SOM.</p>
<p><u>Key Personnel</u></p>	<p>There is a tremendous amount of work to do during both the preparation and execution of a convoy. The convoy commander must have a keen understanding of what needs to be accomplished and then must properly guide, task, and supervise subordinates to make sure it happens. Below we'll discuss the roles and responsibilities of key personnel.</p> <p><u>Convoy Commander.</u> The convoy commander must be focused outward and on the overall picture and mission. While the convoy commander may delegate a number of tasks, he or she must also take time to supervise actions, such as doing a final inspection of the vehicles and personnel once they are staged. Some responsibilities of the convoy commander include:</p> <ul style="list-style-type: none"> <li>• Overall command of the convoy</li> <li>• Assess enemy situation; plan the convoy: formation, route, fire support plan</li> <li>• Develop and issue the convoy order (and warning orders)</li> <li>• Conduct COC and cross-boundary coordination (both during preparation and execution)</li> <li>• Coordinate actions on the objective (link up plan, offload/upload plan, destination of cargo and personnel, return cargo/personnel)</li> <li>• Develop IA drills, ensure Marines are trained to standard, constantly evaluate IA drills and change if necessary</li> <li>• Submit a detailed manifest (name, rank, SSN, blood type, and location in the convoy of all personnel to include attachments; type, serial number, and order of vehicles, all serialized gear, type and location of cargo)</li> </ul> <p><u>Assistant Convoy Commander.</u> The assistant convoy commander is more focused inward on details that ensure the unit is properly prepared and able to respond to the convoy commander's orders. The assistant convoy commander strives to assume many of the more routine items in preparation and execution in order to allow the convoy commander to maintain an outward focus. Some responsibilities of the assistant convoy commander include:</p> <ul style="list-style-type: none"> <li>• Second in command</li> <li>• Responsible for vehicle preparation, loading, and staging</li> <li>• Conduct rehearsals prior to execution</li> <li>• Assess and attempt to repair or recover down vehicles or ones with maintenance problems</li> <li>• Maintain formation, dispersion, and order of march</li> <li>• Make recommendations to the convoy commander as appropriate</li> <li>• Compile detailed manifest for convoy commander</li> </ul> <p><u>Lead Security Unit Leader:</u></p> <ul style="list-style-type: none"> <li>• Controls all vehicles and personnel that make up the lead security unit</li> <li>• Responsible for forward security</li> <li>• Performs convoy navigation duties</li> </ul>

Key  
Personnel  
(Continued)

Lead Security Unit Leader (continued):

- Communicate checkpoints, turns, danger areas, etc. to Convoy Commander
- Maintains convoy speed/interval for the Lead Security Unit
- Understand and rehearse convoy commander's IA drills and contingency plans for that specific mission, to include vehicle unloading drill. Train and rehearse with rest of convoy.
- Analyze the route and make recommendations to the convoy commander on potential danger areas or critical points. Accompany the convoy commander on any route reconnaissance if possible
- Tactically control and employ the Lead Security Unit vehicles in accordance with IA drills
- Secure landing zone (LZ) for CASEVAC
- Provide security at the objective if required

Main Body Security Unit Leader:

- Controls all vehicles and personnel that make up the main body security unit
- Responsible for outboard security
- Communicate checkpoints, turns, danger areas, etc., to Convoy Commander
- Maintains convoy speed/interval for the Main Body Security Unit
- Understand and rehearse convoy commander's IA drills and contingency plans for that specific mission, to include vehicle unloading drill. Train and rehearse with rest of convoy.
- Analyze the route and make recommendations to the convoy commander on potential danger areas or critical points. Accompany the convoy commander on any route reconnaissance if possible
- Tactically control and employ the Main Body Security Unit vehicles in accordance with IA drills
- Provide security at the objective if required

Rear Security Unit Leader:

- Controls all vehicles and personnel that make up the rear security unit
- Responsible for rear security
- Maintains rear security for the convoy
- Communicate the convoy's passing of checkpoints, turns, danger areas, etc., to Convoy Commander
- Maintains convoy speed/interval for Rear Security Unit
- Understand and rehearse convoy commander's IA drills and contingency plans for that specific mission, to include vehicle unloading drill. Train and rehearse with rest of convoy.
- Analyze the route and make recommendations to the convoy commander on potential danger areas or critical points. Accompany the convoy commander on any route reconnaissance if possible
- Tactically control and employ the Rear Security Unit vehicles in accordance with IA drills
- Secure landing zone (LZ) for CASEVAC
- Provide security at the objective if required

Vehicle Commanders. Because the traditional fire team, squad, platoon task organization does not easily translate to convoy operations in which small groups of Marines are spread across several vehicles, the convoy commander must put a Marine in charge of each vehicle. The vehicle commander is responsible for all aspects of that vehicle including C2, individuals, weapons, and tactical employment. Some responsibilities of the vehicle commander include:

- Take charge of the vehicle
- Know the route
- Defend the driver and the vehicle; ensure 360 degree security is maintained
- Ensure the vehicle follows IA drills and commands of the convoy commander
- Account for all personnel and equipment in that vehicle
- Handle communications within the vehicle and between the vehicle and the convoy commander

Gunners. A convoy must maintain 360 degree security at all times. The convoy commander must put serious thought into how to best employ organic fires and, like a fire plan sketch in the defense; the convoy commander must assign sectors of fire to maximize fire power while ensuring security. Some responsibilities of gunners include:

<p><u>Key Personnel (Continued)</u></p>	<p><u>Gunners</u> (continued):</p> <ul style="list-style-type: none"> <li>• Maintain assigned sectors of fire</li> <li>• Positively identify and engage targets per Rules of Engagement (ROE)</li> <li>• Ensure weapons are manned at all times</li> <li>• Properly maintain and employ weapons</li> </ul> <p><u>Drivers.</u> All drivers must be licensed, in many cases, they are professional motor transport operators per their MOS. The convoy commander must ensure that the drivers know their responsibilities. Some of the responsibilities of drivers include:</p> <ul style="list-style-type: none"> <li>• Drive the vehicle. That is their primary duty. If possible other tasks should be assigned to someone else.</li> <li>• Maintain correct interval and speed. Always keep vehicle to the front and rear in sight.</li> <li>• Employ vehicle within its capabilities and know its limitations</li> <li>• Conduct all required checks and service on vehicles</li> <li>• Ensure vehicles are roadworthy</li> <li>• Follow directions of the vehicle commanders</li> </ul>
<p><u>Tasking Statements</u></p>	<p>In a tactical convoy there are a number of key personnel who make the convoy function. However, the convoy commander does not task all key personnel but only the billet holders who report to the convoy commander, ensuring that those Marines understand their mission and responsibilities. Listed below are the typical tactical tasks that a convoy commander will use for his subordinates.</p> <p><u>Lead Security Unit.</u> You are supporting effort 1. Screen forward of convoy IOT allow the convoy to travel unimpeded along its route. BPT act as a maneuver element. BPT conduct SBF. BPT conduct ground CASEVAC. BPT secure an LZ. BPT provide security on objective.</p> <p><u>Main Body Security Unit.</u> You are the main effort. Protect the main body IOT provide CSS on objective. BPT conduct SBF. BPT conduct ground CASEVAC. BPT secure an LZ. BPT provide security on objective.</p> <p><u>Rear Security Unit.</u> You are supporting effort 2. Screen to rear of convoy IOT allow the convoy to travel unimpeded along its route. BPT assume mission of Lead Security Unit. BPT act as a maneuver element. BPT conduct SBF. BPT conduct ground CASEVAC. BPT secure an LZ. BPT provide security on objective.</p> <p>As with other operations, the convoy commander may choose to task some of the Marines with additional tasks that support the convoy mission. Some examples are:</p> <ul style="list-style-type: none"> <li>• Aid and litter team</li> <li>• LZ marking team</li> <li>• Guardian angels</li> <li>• Recovery team</li> <li>• Secondary Vehicle Commanders</li> <li>• Secondary Drivers</li> </ul> <p>The convoy may have attachments with unique roles or capabilities, and the convoy commander must understand what these attachments bring to the fight and how to properly task them. Some attachments include:</p> <ul style="list-style-type: none"> <li>• Corpsman</li> <li>• Interpreter</li> <li>• Military Working Dogs (MWD)</li> <li>• Explosive Ordnance Disposal (EOD)</li> <li>• Joint Terminal Attack Controller (JTAC)</li> </ul>
<p><u>Coordinating Instructions</u></p>	<p>As you learned in your Combat Orders class, coordinating instructions are pieces of information that apply to two or more units/personnel in your order. Because convoy operations involve many moving parts, the coordinating instructions are often detailed and extensive. This subparagraph of the order gives the convoy commander the opportunity to lay out some specific details about the operation or provide amplifying information. The list below is far from exhaustive, but it suggests some common coordinating instructions:</p> <ul style="list-style-type: none"> <li>• Timeline</li> <li>• IA Drills</li> </ul>

<p><u>Coordinating Instructions (Continued)</u></p>	<ul style="list-style-type: none"> <li>• Lost Marine Plan / Lost Vehicle Plan</li> <li>• Order Of March</li> <li>• Speeds: Slow down, catch up, specifics throughout the route</li> <li>• Base Unit</li> <li>• Dispersion: If/as it changes during the route</li> <li>• Bump Plan (Personnel and Equipment) <ul style="list-style-type: none"> <li>○ Disabled vehicles from enemy action or maintenance issues can occur</li> <li>○ Convoy must be able to continue the mission. Plan must facilitate the transfer of personnel or equipment from the disabled vehicles to an operational vehicle</li> </ul> </li> <li>• Fuel/Refuel Plan</li> <li>• Driver Tasking Statement: FOLLOW</li> <li>• Gunner Tasking Statement: SUPPORT BY FIRE <ul style="list-style-type: none"> <li>○ Issue an Offensive MG Tasking Statement</li> </ul> </li> <li>• Vehicle Commander Tasking Statement <ul style="list-style-type: none"> <li>○ No appropriate Tactical Task</li> <li>○ Clear, concise explanation of role &amp; responsibility</li> </ul> </li> </ul>
<p><u>Immediate Action Drills</u></p>	<p>Immediate Action (IA) drills are an important element of convoy operations. IA drills are pre-planned actions in response to common and anticipated events and enemy action. The key to successful execution of IA drills is that everyone knows them. IA drills are briefed and rehearsed numerous times prior to execution. The tactical principles you have learned thus far apply to convoy operations as well; however, introducing multiple vehicles separated over distance adds a layer of complexity to any coordinated action. This handout will cover the most common enemy threats and IA drills to counter them. <b>The IA drills outlined here establish a baseline for the convoy commander to work from. The convoy commander must constantly evaluate the enemy threat and the validity of current IA drills to counter it. The threat posed by a thinking, adaptive enemy will be always changing. He will update his tactics, techniques, and procedures to inflict the most damage. We must constantly be updating our IA drills to counter his actions.</b></p> <p><u>5 to 25 Meter Checks.</u> Any time a convoy stops, 5 and 25 meter checks should be conducted. If the convoy is only going to be stopped for a short period of time, checks should be done from within the safety of the vehicle. If the convoy will be stopped for a longer period of time, or if the convoy commander dictates, Marines will dismount after conducting the initial 5 and 25 from within the vehicle. They will check the area around the vehicle and underneath and then push out to 25 meters to provide security for the convoy.</p> <p><u>Short Security Halt.</u> Short security halts are defined as quick stops that are for 10 minutes or less. Examples of short security halts are as follows: stops to tighten a load, allow another convoy or traffic to pass, conduct a quick vehicle fix, allow the Lead Security Unit to deal with a situation, or refocus the drivers. The following steps should be taken when executing a short security halt:</p> <ul style="list-style-type: none"> <li>• Set up road blocks at the front and rear of the convoy to warn traffic the convoy has stopped</li> <li>• Maintain 360 degree security throughout the convoy and for each vehicle</li> <li>• Maintain situational awareness and aggressive posture</li> <li>• Identify at least one route of egress</li> <li>• Conduct visual checks and continually scan sector</li> <li>• Crew-served weapons remain manned and have interlocking fields of fire</li> </ul> <p><u>Long Security Halt.</u> Long security halts are longer than 10 minutes and could be situations such as: dealing with a vehicle breakdown or recovery, cordoning off an IED, or conducting actions on the objective. The longer a unit is static, the more vulnerable it is to enemy contact; therefore, the convoy commander should dictate an increased security posture during long halts. The following steps should be taken when executing a long security halt:</p> <ul style="list-style-type: none"> <li>• All steps taken for short security halt</li> <li>• Dismounts conduct 5 and 25 meter checks and continually scan sector</li> <li>• Dismounts seek out and use hard cover, such as armored vehicles, buildings, or terrain</li> <li>• Dismounts clear blind spots and cover adjacent alleys, streets, and buildings</li> <li>• Dismounts push security out to establish a secure perimeter and maintain mutual support. Machine guns should maintain their sectors of fire and provide over watch for dismounts.</li> </ul>

Immediate  
Action  
Drills  
(Continued)

Long Security Halt (continued).

- Dismounts protect vehicles from third party personnel/vehicle approach
  - Drivers only dismount at a long halt when absolutely necessary, such as to conduct resupply, rig vehicle for tow, etc
- Vehicle Recovery.
- Broken down vehicle stops the convoy – the assistant convoy commander needs to be at the point of friction, assessing the break down and determining what needs to be done to get the convoy moving again.
  - The convoy initially conducts a short halt while the assistant convoy commander assesses the situation. If the problem requires a longer solution, the assistant convoy commander will advise the convoy commander.
  - The convoy commander will designate if a long security halt is needed and notify higher of the situation if outside support is needed.

Danger Area (DA) Crossing. Just as you learned in patrolling, a danger area is a specified area above, below, or within which there may be potential danger. Danger areas require additional situational awareness and control to allow a convoy to move through a point while both controlling third party traffic and remaining alert to potential threats. Examples are intersections, traffic circles, overpasses, and on/off ramps. There are several different ways to cross a danger area. The composition of the danger area, the threat, and the assets of the convoy all factors into which is the appropriate technique for crossing the danger area. The following steps should be taken when executing a danger area crossing:

- Lead Sec Unit identifies DA to convoy commander
- Convoy commander directs Rear SUL to post security on DA
- Convoy slows prior to DA to allow Rear Sec Unit to post
- Lead Sec Unit and MB Sec Unit cross DA
- Rear Sec Unit collapses DA sec and follows MB Sec

Vehicle Dismount Drill. If a vehicle is immobilized and is taking fire, or if the convoy must dismount under fire, the steps below describe how to dismount a vehicle while under fire:

- Return fire with crew-served weapon (if a gun truck) and individual weapons
- Throw smoke to obscure friendly movement
- “Hot” side (side taking fire) provides suppressive fire
- “Cold” side (side opposite fire) dismounts using vehicle as cover
- Marines on the ground provide suppressive fire
- Marines on the “hot” side of the truck dismount using the vehicle for cover

Unblocked Ambush/React To Sniper Or Harassing Fire. By themselves, snipers can do little harm to a moving convoy. If, however, a sniper can cause a convoy to stop and deploy its forces, a more dangerous situation can arise. Snipers are often used as a deception to cause a convoy to stop in a larger enemy kill zone, i.e. a deliberate ambush. To properly react to a sniper:

- Immediately report contact to convoy commander
- Speed up
- As necessary return fire ensuring PID and in compliance with ROE
- Maintain 360 degree security
- Signal. Visually signal to indicate general direction of the enemy
- Use smoke to screen movement
- Send a report. Vehicles receiving/returning fire report contact to the convoy commander, who in turn reports contact to higher
- Move to a rally point away from the site based on SOP and METT-T
- Send ACE report
- Continue the mission

Blocked Ambush. If the movement is blocked by the enemy’s actions and the convoy is not able to execute its alternate route, the convoy may need to execute a hasty attack or a hasty defense, depending on the situation and the commander’s intent.

Hasty Attack.

- Immediately report contact to CC

Immediate  
Action  
Drills  
(Continued)

Hasty Attack (continued).

- CC moves toward engagement to assess the situation and control the fight
- Vehicles that can get out of the kill zone do so, vehicles trapped in the kill zone return fire from crew-served weapons (if they are gun trucks) or individual weapons
- Marines in kill zone execute vehicle unloading drill and seek cover and concealment while returning fire
- Vehicles clear of the kill zone suppress the enemy
- CC designates a security unit to maneuver vehicles to provide effective fires against the enemy and lay down a base of fire for a dismounted assault
- Convoy commander decides whether to dismount and assault through the enemy
- Convoy breaks the blocked ambush, regroups at rally point if able, assesses casualties and damage, and reports updates to higher
- Continue with mission if able

Hasty Defense.

- Immediately report contact to CC
- CC moves toward engagement to assess the situation and control the fight
- Convoy is unable to execute alternate route or continue forward and is confronted with superior enemy force, thus being forced to defend convoy in place until assistance arrives
- CC reports contact to higher and requests QRF
- Convoy commander organizes defensive position using crew-served weapons, vehicles, personnel, and terrain in order to best repel the enemy. Depending on the situation and time, the convoy commander may set up crew-served weapons on the ground vice mounted on the vehicles.

Improvised Explosive Device (IED). IEDs are one of the greatest threats to convoys and are often used to initiate an ambush; therefore, convoy personnel should always be prepared for follow on enemy activity after an IED attack. Convoy commanders should brief convoy personnel on the latest IED threat: what types of IEDs are being used and where they have previously been emplaced along the route. All personnel must maintain situational awareness looking for actual IED's and likely IED hiding places. Varying routes and times, switching lanes at random, entering overpasses on one side of the road and exiting on the other, training weapons on overpasses as the convoy passes under them, and avoiding chokepoints will reduce the risk from these devices. Once an IED has been discovered or has detonated on the convoy, the following procedure known as the "5 Cs" should be used:

- Confirm, Clear, Check, Cordon, & Control

Confirm. Confirm whether or not the suspected object is in fact a possible IED.

Binoculars or other optics, including thermal sights, can greatly assist in the process. Personnel should try to confirm the IED to the best of their ability, but do so from a safe distance and without taking unnecessary risks. After confirming the presence of an IED, contact higher using the IED/Unexploded Ordnance (UXO) 9-line report.

Clear. Clear the area surrounding the IED or blast radius to a minimum of 300m. Vary distance and formation to remain unpredictable. Clear the area of all military and civilian personnel and vehicles. Remember to conduct 5 and 25 Meter Checks at all areas occupied.

Check. Once cleared of the IED or blast radius, check the area around the vehicles for secondary devices using the 5 and 25 Meter Checks. Expand the search using the detailed search methods and optics as time/threat permits, looking for indicators, secondary devices, and suspicious personnel.

Cordon. Cordon the area off by a minimum of 300 meters. The purpose of the cordon is to prevent unauthorized personnel and vehicles from entering the site (for their own protection and for the safety of EOD), to preserve the scene for further exploitation, and to provide outward protection and security against command-initiated IEDs.

Control. Control to ensure only authorized access, control the area inside the cordon. All personnel and vehicles should enter and exit the cordoned area through the ECP. All civilian and non-essential military traffic should be diverted away from the cordon. Immediately report any personnel observed approaching the IED. A 360-degree security around the cordon should be maintained until EOD has given the all-clear signal.

<p><u>Prep For Combat</u></p>	<p>The foundation for success for any mission is the actions that are conducted prior to departing friendly lines. The convoy commander develops a detailed plan to support the convoy both operationally and logistically. Pre-Combat Checks and Inspections confirm that the plan is executable by verifying that all personnel and materials are present and operational. The convoy commander must determine which equipment to take for the mission and understand how to inspect that equipment. It will likely require subject matter experts such as mechanics, vehicle operators, and communicators to inspect specific items; however, the convoy commander and subordinate leaders will need to possess a basic knowledge of the inspectable items under their control.</p> <p>In addition to the items required for direct sustainment and accomplishment of the mission the convoy commander must plan for redundancy and contingency items to support the mission. The items can consist of the following: MREs, water, ammunition, medical supplies, batteries, fuels, oils, lubricant, repair parts, and spare tires. The convoy commander must determine how much extra can be carried, how it will be spread load on vehicles, how it will be marked, and how it should be secured for ease of access and retention. This extra equipment must be planned for in detail and briefed to the convoy to ensure that all know where to locate additional ammunition during an engagement or where to locate medical supplies for treating a casualty. For example the convoy commander may place additional Fragmentary Grenades in every other vehicle in the convoy. Those grenades will need to be placed in an ammo can, marked with paint or lettering, placed in a specific location, and secured by an effective method for both retention and access if needed.</p>
<p><u>PCC &amp; PCI</u></p>	<p>Pre-combat checks and inspections are a crucial step in ensuring mission readiness. Both personnel and equipment (weapons, communication gear, vehicles, etc) must undergo checks and inspections prior to any mission in order to identify and correct any potential issues. Below is a sample check lists for vehicles:</p> <p style="text-align: center;"><b><u>Vehicle checklist (Common to all):</u></b></p> <ul style="list-style-type: none"> <li>• Completed Vehicle Operator Trip Ticket</li> <li>• Completed Preventative Maintenance Checks &amp; Services</li> <li>• All Hatches and Windows Secure (No Gaps)</li> <li>• Antennas and External Items Secured</li> <li>• Turret Function Checked With/Without Mounted Weapons</li> <li>• Crew Served Weapons (Mounted, Function Checked, Cleaned, Lubricated, and Test Fired)</li> <li>• Vehicle Windows/Mirrors (Cleaned)</li> <li>• Basic Issue Items/On Vehicle Equipment/SL-3</li> <li>• Fire Extinguisher Charged and Secured</li> <li>• Spare Tire Loaded, Prepped, and Secured</li> <li>• Fuel/Fluids Topped Off</li> <li>• Communications Gear Loaded, Checked, and Secured             <ul style="list-style-type: none"> <li>○ Power Amp Loaded, Checked, and Secured</li> </ul> </li> <li>• Report Formats Checked and Posted Near Radio             <ul style="list-style-type: none"> <li>○ CASEVAC, IED, SITREP, Etc</li> </ul> </li> <li>• Map/Strip Maps/Fires Overlay/Obstacles (IED/Mine Past/Possible Sites), Routes (Primary/Alternate), Boundaries, Check Points/CEOI/Signal plan Checked and Posted Near Radio</li> <li>• Ammunition Marked and Secured             <ul style="list-style-type: none"> <li>○ Escalation of Force/Defensive Action Kit</li> <li>○ Pyrotechnics</li> <li>○ Rounds</li> <li>○ Smoke</li> </ul> </li> <li>• Litters Inspected, Prepped, and Secured             <ul style="list-style-type: none"> <li>• Cargo Straps/Tow Chains/Tow Bars Prepped and Secured</li> </ul> </li> <li>• Vehicle Flashlight/Spotlight/Signal Devices Checked and Secured</li> <li>• Warning Triangles and Signs Secured</li> <li>• Cargo Secured</li> </ul>

<p><u>PCC &amp; PCI</u> (Continued)</p>	<ul style="list-style-type: none"> <li>• MRE and Water Checked, Loaded, and Secured</li> <li>• Additional Fuel/Fluids Topped Off, Marked, and Secured</li> <li>• ECP/VCP Kit Checked, Loaded, and Secured</li> </ul> <p><b><u>MTVR checklist:</u></b></p> <p><b><u>Passenger Configuration:</u></b></p> <ul style="list-style-type: none"> <li>- Compartment Clear of Debris and Trash</li> <li>- Seats Checked, Operational, and Secured</li> <li>- Stairs Checked, Operational, and Secured</li> <li>- Tarpaulin Sides Rolled and Secured</li> </ul> <p><b><u>Cargo Configuration:</u></b></p> <ul style="list-style-type: none"> <li>- Sides Checked and Secured or Removed and Stowed</li> <li>- Mirror Obstructions Identified and Corrected if Possible</li> <li>- Load Items Clearly Marked and Loaded in Order of Offload</li> <li>- Load Secured with Straps or Chains to Gripped Points</li> <li>- Chains and Straps Straight with No Catches or Twists</li> <li>- Nothing Hanging or Caught on Load or Vehicle</li> <li>- Additional Chains or Straps Checked, Loaded, and Secured on Vehicle</li> </ul> <p><b><u>MRAP checklist:</u></b></p> <ul style="list-style-type: none"> <li>- Compartment Clear of Debris and Trash</li> <li>- Seats Checked, Operational, and Secured</li> <li>- Turret Function Checked With/Without Mounted Weapons (Verify Clear Field of Fire)</li> <li>- Gunner Platform Checked, Operational, and Secured</li> <li>- Stairs Checked, Operational, and Secured</li> </ul>
<p><u>Rehearsals</u></p>	<p>The purpose of conducting rehearsals is to enable final reinforcement of critical habits of thought/action before departing friendly lines. Rehearsals serve as an opportunity for commanders to practice critical tactical actions that are anticipated or expected while conducting their convoy. Because time is always of the essence, convoy commanders must have their rehearsals prioritized. Rehearsals also serve as an opportunity to implement new TTPs and work on tactical actions that the unit may have executed poorly in the past.</p>
<p><u>Summary</u></p>	<p><u>General Convoy Considerations.</u> The spectrum of convoy operations is complex and varied. Convoy operations can range from a four-vehicle convoy of HMMWVs conducting a rapid resupply of an infantry platoon in the assault to a fifty-vehicle convoy involving military, civilian contractor, and third-country national vehicles. The mission, size, task organization, route, and enemy threat will be unique in every convoy. This class offers basic planning considerations, principles, and techniques to conduct convoy operations; however it is only a starting point. Unit SOPs and the operating environment will dictate and shape much of the convoy operations you actually execute. The principles of convoy operations only build on the tactical and planning foundations you have gained thus far. Regardless of the specific convoys you will conduct, below are overarching themes that must be considered in every convoy operation.</p> <ul style="list-style-type: none"> <li>• <u>Detailed Planning And Preparation:</u> Similar to a patrol, planning a convoy requires significant thought and time. Immediately upon receipt of the mission, the convoy commander should publish a warning order to subordinate leaders in order to effectively manage preparation time. The convoy commander should also begin coordination with the COC to get questions answered and begin formulating the convoy order. The convoy order will be lengthy and detailed, with specific tasking statements for key personnel and with extensive coordinating instructions. The convoy commander must plan for myriad contingencies that could arise in the execution of the convoy as well as for the numerous responsibilities inherent with command of a convoy.</li> <li>• <u>Well Thought-out And Well Rehearsed IA Drills:</u> The ability to respond to those myriad of contingencies will determine the success or failure of that convoy. The convoy commander must carefully consider what potential scenarios the convoy may face and the best way to confront them. Then the convoy commander must translate that plan into action by rigorously training convoy personnel in these IA drills and conducting rehearsals. Additionally, the convoy commander must constantly update his or her METT-T and analyze the drills to ensure they are effective.</li> </ul>

<p><u>Summary</u> <u>(Continued)</u></p>	<p><u>General Convoy Considerations (continued).</u></p> <ul style="list-style-type: none"> <li>• <u>Difficult Command And Control:</u> Command and control of the convoy is one of the most challenging areas for the convoy commander. The convoy commander must communicate both internally and externally. The convoy commander primarily communicates with his or her subordinate leaders and vehicles through the radio, which can be difficult due to dispersion, the size of the convoy, and limited communications assets. Externally, the convoy commander must communicate with higher headquarters, adjacent units as the convoy crosses boundaries, and with supporting units such as aviation or fire support. Often times, the convoy commander will have multiple command and control systems at his or her disposal and must know the capabilities and limitations of each one.</li> <li>• <u>Battlefield Geometry:</u> Geometry of fires can become much more complicated with convoys than foot-mobile operations. The vehicles are spaced much farther apart than dismounted troops and a convoy possesses significantly more crew-served weapons (with longer ranges) than the average dismounted force. When the assault force dismounts to maneuver, coordination is imperative between gun trucks providing suppressive fire and the dismounted troops. Also, a convoy often travels through another unit's battle space where it may be difficult for that convoy commander to know or determine where all the friendly forces are located. The convoy commander and the Marines in the convoy must constantly be aware of the effects of their fires.</li> <li>• <u>Self Secure And Self Sufficient.</u> The convoy must be able to defend itself: Convoys must be as self-sufficient as possible and must be prepared for contact with the enemy. While engaging the enemy is not the purpose of a convoy that does not mean that the convoy should avoid confrontation with the enemy. The convoy must be able to defend itself and if the opportunity arises, the convoy should inflict as much damage on the enemy as possible. An alert, aggressive posture and a willingness to confront and defeat the enemy will undermine the enemy's perception of convoys as soft targets and reduce the likelihood of attacks. Ultimately, the convoy commander must balance this aggressive, offensive mindset with overall accomplishment of the mission.</li> <li>• <u>Endstate And Mission Accomplishment:</u> A convoy exists in order to tactically move supplies or personnel from one place to another in pursuit of a larger mission. Therefore, a convoy is one of the few instances in which engaging the enemy is secondary to overall accomplishment of the mission and fulfillment of the end state. Always consider the mission when making decisions during the execution of the convoy.</li> </ul>
<p><u>References</u></p>	<p>MCRP 4-11.3F Convoy Operations Handbook MCRP 4-11.3H Multi-Service Tactics, Techniques, &amp; Procedures For Tactical Convoy Operations</p>
<p><u>Glossary</u> <u>Of Terms</u> <u>&amp;</u> <u>Acronyms</u></p>	<p><u>BAMCIS:</u> Begin planning, Arrange for reconnaissance, Make reconnaissance, Complete the plan, Issue the Order, and Supervise <u>DRAW-D:</u> Defend, Reinforce, Attack, Withdraw - Delay <u>ECP:</u> Entry Control Point <u>EMLCOA:</u> Enemy Most Likely Course of Action <u>EOD:</u> Explosive Ordnance Disposal <u>FAC:</u> Forward Air Controller <u>HMMWV:</u> Highly Mobile Multi-Wheeled Vehicle <u>IA:</u> Immediate Action <u>IED:</u> Improvised Explosive Device <u>METT-I:</u> Mission, Enemy, Terrain &amp; Weather, Troops &amp; Support – Time/Space/Logistics <u>MWD:</u> Military Working Dogs <u>QRF:</u> Quick Reaction Force <u>ROE:</u> Rules of Engagement <u>SALUTE:</u> Size, Activity, Location, Unit, Time, Equipment <u>UAV:</u> Unmanned Aerial Vehicle <u>VCP:</u> Vehicle Control Point <u>5 C's:</u> Confirm, Clear, Check, Cordon, &amp; Control <u>MRAP:</u> Mine Resistant Ambush Protected Vehicle <u>UAH:</u> Up Armored HMMWV <u>MTVR:</u> Medium Tactical Vehicle Replacement <u>MATV:</u> MRAP All Terrain Vehicle</p>

