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Developments—Project Managers (PM) Small Arms and Night Vision at Fort Benning—2d Battalion, 29th Infantry, and Picatinny and Rock Island Arsenals.

The website will also provide links to the master gunner Weekly Updates and monthly Newsletter. The Weekly Update will provide short-term snap-shots of working issues—training, maintenance, recent force modernization issues, a running eight-week calendar, and a “What’s New” section. The monthly master gunner Newsletter will take a broader approach to these same areas. It will tell the story of where the program has been in recent months and where the mid- to long-term focus will be in training, maintenance, and fielding. It will also sum up the issues and decisions reached at the division master gunner conferences and any fundamental shifts in the program’s azimuth.

Every weapon carried by a light or airborne infantryman is no longer just a weapon or weapon system. Each go-to-war weapon in the inventory is now an ever-changing element of systems that includes the soldier. The individual soldier must be trained on the complexities of configuring, boresighting, zeroing, firing, and maintaining these systems. “Basic” marksmanship is a misnomer. Putting accurate, well-aimed fire down range for one-shot,

one-kill takes a higher level of training in an environment based upon night fighting equipment. To achieve success in this environment, order must replace the confusion that the complexities of technology bring to the forefront. This means we must have expert trainers in our warfighting units. For years, light infantry has needed a program that addresses this problem. The Infantry needs an institutional foundation that can embrace this problem and put solutions into the hands of the primary trainers—the NCO Corps.

The 82d’s Division master gunner program, along with the critical expertise of the 29th Infantry, is an initial step toward grasping and solving the issues light forces face as they attempt to merge training with technology. What we need now is for the institutional base to grab hold of this program and exploit it. This is significant because it is not just the light infantrymen who will be using these devices. Every infantry unit and many non-infantry combat arms units will eventually receive them. As we move into the future, this training must be integrated into the NCO Education System (NCOES) so that every NCO has the basic skills necessary to train soldiers at the squad and platoon level.

A good start point is a mirror of the mechanized infantry master gunner

program—an institutional course to train the trainers, an MOS identifier, positions in the MTOE, and recognition from the Infantry community, higher Army headquarters, and the Army that the true experts and best our NCO Corps has to offer must serve in these crucial light, air assault, and airborne infantry master gunner positions.

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**Captain John C. Jackson** is a 1993 graduate of the U.S. Military Academy. He has served as a platoon leader with 2d Battalion, 502d Infantry, 101st Airborne Division, and the 1st Battalion, 75th Ranger Regiment. He has also served as platoon trainer for the Infantry Officer Basic Course and is currently commanding Company C, 2d Battalion, 29th Infantry.

**Master Sergeant Michael A. Valdez** was a scout squad leader in the 2d Battalion, 327th Infantry, 101st Airborne Division; a squad leader in the 5th Battalion, 502d Infantry, Berlin Brigade; and the V Corps Readiness NCO in Germany. In the 82d, he has served as a rifle platoon sergeant, battalion operations sergeant, and battalion intelligence sergeant in the 2d Battalion, 504th Infantry, and is currently the 82d Division master gunner.

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# Master Marksmen In the Light Infantry

SERGEANT FIRST CLASS KENNETH WOLFE

Infantrymen today continue to struggle with marksmanship, especially under combat conditions. Trends at the Joint Readiness Training Center (JRTC) continue to document that soldiers do not engage targets effectively. Until unit leaders make marksmanship a command focus instead of a biannual

requirement, it will continue to be unrealistic, less cost effective, and in many cases unsafe. Consider the precious training hours and dollars spent on leadership development and unit training. All of that time and money is wasted if soldiers cannot effectively engage targets.

I recommend that all light infantry battalions designate a Master Marksman, and make him responsible for establishing and directing a comprehensive marksmanship program within the unit. The Army’s mechanized infantry and armor units as well as the Marine Corps have such programs in place.

## TRAINING NOTES

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The results have been superbly trained individual marksman and gun crews. The Master Gunner programs work.

With the support of his commander, a battalion Master Marksman would improve marksmanship proficiency in the light infantry battalions. A Master Marksman would be the battalion commander's subject matter expert on all weapons organic to the battalion. That alone would provide a single point of contact for improving the unit's corporate knowledge of its organic weapons and their sighting systems. That is no small task, considering that the inventory includes night vision devices (NVDs), laser and optic, 9mm, M4, M203, M249, M240B, M24, M2 .50 caliber machinegun, and Mk 19 grenade launcher. But it is through training that the Master Marksman would really come into play as a combat multiplier. He would plan the battalion's consolidated weapons training in each training cycle and prior to the assumption of any Readiness Force mission, or deployment for war or operations other than war.

The assistant S-3 NCO would be a good candidate for this job. The light infantry battalion military table of organization and equipment (MTOE) already allows for two sergeants first class in the battalion S-3 shop, and one of them should be able to fill this role. As senior NCOs, these sergeants are experienced with all weapon systems within the battalion. Being in the S-3 shop is ideal. They are also placed where they can draw on the knowledge represented in the Department of the Army school system as well as local small-arms schools. The Master Marksman would have direct contact with the S-3—the most important training officer in the battalion. He would interact daily with the battalion training area and ammunition NCO to procure ranges and Class V. Moreover, the Master Marksman would become an integral part of the battalion's training and support meetings along with the battalion and company XO's.

The duties and responsibilities of a battalion Master Marksman would closely resemble those of a mechanized infantry or armor Master Gunner. He

would establish the battalion training plan for all Standards in Training Commission (STRAC) qualification and small arms training. Such duties would encompass scheduling, preparing, and running the ranges. The Master Marksman would attend preliminary marksman instruction, qualifications, zero ranges, and known-distance ranges. He could offer instruction on the fundamental elements of marksmanship, shadowbox, dime-washer drills, Weaponeers, dry firing exercises, and other subjects.

As the battalion became more proficient at these tasks, the Master Marksman could transition into more advanced techniques of fire, close quarters marksmanship (CQM), close quarters battle, reflexive and quick fire, as well as the four positions for firing on a known distance range—sitting, kneeling, off-hand prone, and rapid fire. Flat 25-meter ranges would be used to teach controlled pairs, automatic fires, turning and running techniques—all a part of his duties. As the soldiers and leaders became skilled in marksmanship, the battalion Master Marksman would take marksmanship to the next level, which might include engaging targets in rooms, hallways, and stairwells. These make up a unique phase of CQM. Point-man and quick-reaction drills for patrolling should be incorporated and emphasized. Ranges for crew-served weapons should meet more than the requirements of zero and qualification, and should also include targets with depth, linear, oblique, and enfilade engagements. Traversing and elevation manipulation and the understanding of the traversing bar on a tripod would all be within his sphere of responsibilities. The battalion Master Marksman should establish qualifying standards in each of these tasks so that live-fire exercises would become more meaningful.

Where does the battalion Master Marksman gain the knowledge to accomplish all these requirements? He should already have these skills due to his rank and experience. Sniper School would be a tremendous asset for the pure fundamentals of marksmanship. M249 and M240B courses from the 29th Infantry at Fort Benning would be

another avenue to explore. Mobile training teams (MTTs) could easily be laid on from the Special Forces community or the Army Marksmanship Unit for more advanced shooting at minimal cost to any unit.

Every issue of *Infantry Magazine* offers training tips and notes. Several civilian handguns magazines offer different insights on weapons training that would be beneficial to a battalion Master Marksman. An extensive library of field and technical manuals will be maintained in order to complete the plan, particularly with crew-served weapons. Additionally, the Center for Army Lessons Learned (CALL) newsletter would also be helpful.

A battalion Master Marksman would and should use his expertise everyday. Most units operate on three cycles: Field training (combined arms live fire exercises, range training); deployment readiness force and combat training center deployments; and support (post details, schools, and leave).

In the field, the battalion Master Marksman would observe units during live-fire exercises (LFXs), make recommendations to commanders, and attend after-action reviews. The battalion Master Marksman would focus on improving the hit-to-miss ratio during LFXs and the proper deployment of crew-served weapons.

In range training, the battalion Master Marksman would oversee the battalion's consolidated weapons training. As the battalion commander's subject matter expert, he would ensure that ranges are being run to standard. He would reinforce the proper execution of all tactics, techniques, and procedures (TTPs), in accordance with the battalion commander's intent. The battalion Master Marksman would use feedback from OICs and NCOICs to improve weapons training.

The support cycle would be the most important one for the battalion Master Marksman. Using company and platoon marksmanship training plans, he would consolidate those programs and add his own ideas. That would make him the battalion's coach, teacher, and mentor on all aspects of marksmanship. He would train the units' trainers and

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set the battalion up for future success.

In addition, the battalion Master Marksman could help make the marksmanship training safer, more realistic, and more cost effective in several ways. First of all, a constant focus on the use of weapons would make marksmanship training safer. Soldiers who have weapons in their hands all the time tend to be more comfortable with them. Soldiers with a solid understanding of the functions and capabilities of their weapons are more confident with them. Fully versed in the limitations and capabilities of his weapon system, a soldier is more prepared to execute safer more realistic LFXs. Coupled with a regular shooting regime, a superbly confident and safe marksman will emerge.

Engaging the enemy in combat will not be done from behind two sandbags, nor will it be from a culvert buried in ground overlooking a perfectly manicured range. This is not realistic, and our training should reflect the threat. As more of the world becomes urban-

ized, the distance and reaction times of our engagements will decrease. Our marksmanship training should reflect this as well. In the city or the jungle, a light infantryman's fight starts at his muzzle. He may be prone, kneeling, or standing, all in a matter of seconds. Realistic marksmanship training encompasses those scenarios. The battalion Master Marksman would enforce reality, insisting that units train for combat marksmanship—training as they fight.

A light infantryman must qualify twice a year, which requires 160 rounds of 5.56mm. At 22 cents a round, this amounts to \$35.20 per man per year. If a soldier hits the target only 100 times, that is a loss of \$13.20 in training funds. Multiplied by the 600-man strength of a light infantry battalion, the loss comes to \$7,920.00. Taking this analogy even further, let's look at the company LFX, including breaching the wire to clear a trench and bunkers: Each rifleman starts with 210 rounds, M249 gunner with 600, and M240B gunner with 900.

When it is added up, nearly 30,000 rounds will be expended. If only half of these rounds hit targets, are we truly getting the best use out of our training dollars? In the beginning, a battalion Master Marksman program may use up more ammunition, but over time a command focus on marksmanship training will save training dollars. During the Gulf War, for example, effective marksmanship in the mechanized divisions was attributed to a Master Gunner Program.

Looking at it from another angle, consider all of the training, leader development, and material costs involved in putting a soldier out on the line. We owe every one of our soldiers a fighting chance to survive in combat. If he can't hit what he's aiming at, we as leaders have failed.

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# Medical Evacuation and Training During Ranger School

CAPTAIN MARC CLOUTIER

*It's Day 9 of the 10-day field training exercise (FTX) conducted at the 6th Ranger Training Battalion (RTB), the final exercise of Ranger School. For the past eight days the Ranger students have averaged only two hours of sleep per day. A platoon of 40 Ranger students walks through the swamps along the Yellow River on the Florida Panhandle. The illumination is zero and the nearest road is an unimproved trail two kilometers away, with the Boiling Creek to their back. Suddenly a water moccasin bites one of the Ranger students. Without hesitation the Ranger Instructors (RIs) assess the situation and request a*

*medical evacuation (MED-EVAC) helicopter for the student. Within 20 minutes the student is extracted from the swamp and is at the Eglin Air Force Base emergency room for treatment.*

Today, the 6th Ranger Training Battalion, responsible for the Florida Phase of Ranger School, is expertly supported by aircrews from the XVIII Airborne Corps. The battalion trains MEDEVAC systems and scenarios at least 15 times a year. This training is broken into four different categories: MEDEVAC systems rehearsals, quarterly MEDEVAC training, annual interagency mass casualty (MASCAL) exercise, and student MED-EVAC operations.

**MEDEVAC Systems Rehearsals.** Systems rehearsals are conducted on the fourth day of each Ranger Class—11 times over the course of a year. The first system to be tested is a jungle penetrator (JP) hoist of a 200-pound dummy off a safety boat on the Yellow River. Before any student conducts waterborne training, this rehearsal is conducted to verify that aircrews, flight medics, boat operators, Ranger medics, and tactical operations center (TOC) personnel can safely extract a casualty from the swamps.

Following the hoist rehearsal, one RI walking team, consisting of four instructors, initiates part two of this sys-