



Volume 3, Issue 17

# *The Bullet'n*

*"Supporting the Warfighter"*



November 2008

## History takes center stage as first female four-star general assumes command

*Gen. Ann E. Dunwoody, Commander*

*Army Materiel Command*



# Commentary

## A Day in the Life...

The requirement is to travel 13 miles from Victory Base Complex, Baghdad, Iraq to FOB Loyalty, Baghdad, Iraq and return. The mode of transportation is UH-60 Blackhawk helicopter. Day one begins with a dust storm that delays all transportation in and around Baghdad, but requires you to wait to “see if it clears.” It doesn’t. Morning of day two begins by waiting in standby to see if you can make a flight. Negative. Return in the afternoon. Still stand-by without success. Return to airport in late evening. Finally, success for an 0030 flight that doesn’t really leave till 0100. Arrive FOB Loyalty 0130 and find billeting. It has taken you 43 hours to travel 13 miles. You finally lay down in your assigned bunk at 0200.

You wake in the morning to begin your assistance visit. The need is great, and the travel difficulties fade to the past. The explosives storage situation is not like anything you have seen before. You assess the situation and develop unique mitigating measures. Mission complete. You return to the helo pad for a potential 1930 flight home. Negative. Wait for 2000 flight. Success. The 1 hour and 45 min flight takes you to three other FOBs and requires one refueling stop. You are flying 300-500 feet over Baghdad, Iraq at night in a UH-60 Blackhawk.

The doors are open and you are sitting behind the door gunner. Your mind wanders. You wonder, “What am I doing here?” The wind is hitting your face and causing your cheeks to flap like the cheeks of a bulldog with its head out the window of a car. All of Baghdad is spread before you like a carpet of lights. As you fly over the Tigris river, the helo spits forth some flares. The red and green flares only add to the beauty. You look down you see the

**Editor’s Note:** Paul Cummins, an explosive safety specialist from the Defense Ammunition Center is currently deployed in Baghdad, Iraq. The following is a personal account of Paul’s trip to a Forward Operating Base.

Iraqi population going about their business. There are people in the streets, and cars everywhere. Intersections are a jumble of cars that makes you assume that if there are traffic lights, they are truly being ignored. You can even see a family having a barbecue on their back porch.

You land at a distant fueling point. The door gunner is your ticket to safety. You listen and follow his instructions like a fourth grader during a fire drill. You stand in the marshalling area while the bird sucks the essential nutrients required for the continued flight. You re-board the aircraft for the final leg home. The crew returns you safely to your “home.” The door gunner gives you two thumbs up and screams above the thwap-thwap of the blades that “You’re the man.” You scream into his ear, “Only because I listen to you,” and you return the two thumbs up while sporting a ridiculous Cheshire grin. You are tired and dirty, but happy. You go to bed and sleep in peace.

You wake the next day to discover that two Blackhawk helicopters have collided over Baghdad. An Iraqi soldier has been killed, two U.S. Soldiers and two Iraqi soldiers injured. You wonder if the door gunner that kept you safe and guided you like a mother taking their child to the first day of kindergarten is OK. You realize that the minor discomforts of the previous few days are insignificant compared to the risks and sacrifices that many of our Soldiers take and make everyday. I don’t know the Soldiers that were killed or injured that night, but be certain, I know of them, my family and I owe them for the sacrifices they make for me and their country. I hope that my door gunner can return home one day and tell the story of the Department of the Army Civilian with the Cheshire grin.

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Leading the way, Army Chief of Staff Gen. George W. Casey walks while Gen. Benjamin S. Griffin, outgoing commander of Army Materiel Command is followed by Gen. Ann E. Dunwoody incoming commander of Army Materiel Commander. The Nov. 14 ceremony saw Dunwoody receive her fourth star and assume command.

#### Army Materiel Command News Release

FORT BELVOIR, Va. -- In this world it is hard enough to make history once, but Gen. Ann E. Dunwoody has done it twice in one day.

At 10 a.m., Nov. 14, Dunwoody became the first woman promoted to the rank of four-star general in U.S. Armed Forces history during a ceremony conducted at the Pentagon.

At 2 p.m. Dunwoody officially became the 17th commander, and first female leader, of the U.S. Army Materiel Command during a change of command ceremony at Fort Belvoir, Va., the location of AMC headquarters.

The change of command was presided over by Army Chief of Staff Gen. George W. Casey, Jr. and included remarks by Gen. Benjamin S. Griffin, the outgoing commander of AMC, Casey and Dunwoody; music was provided by the AMC Band. The ceremony also included a ceremonial color guard, and a 17-gun salute by the Salute Battery from the 3rd United States Infantry Regiment (The Old Guard) from Fort Myer, Va.

Casey lauded the tremendous accomplishments of Griffin and then welcomed Dunwoody to AMC, "Ann is no stranger to the war on terror, having done a yeoman's work in the Army's G-4 in charge of logistics -- our logistics -- for three years before coming to



U.S. Army photo by Wayne Scanlon

## AMC celebrates historic change of command

AMC... You have big shoes to fill, but I am confident you will fill them with the same professionalism, pride and expertise with which you have done everything else for the past 33-plus years."

Casey also complimented the work of AMC's Soldiers, civilians and contractors, "Seldom in our history have our Soldiers faced greater challenges. We've served at a time when the stakes for our nation are high and for our way of life are high, and the demand on our force is significant.

"Your mission at AMC is a matter of profound consequence and you continue to reflect the very best of our nation, even after seven years of war."

Dunwoody is now the Army's senior logistician, in charge of supplying everything Soldiers need to fight and win our nation's wars, from food and water to bullets and bombs to clothing, vehicles and every type of military equipment.

She will oversee more than 60,000 military and civilian employees -- many with specialties in weapons development,

manufacturing and logistics -- who are located at 149 locations worldwide, including more than 40 states and 50 countries.

"I'm absolutely thrilled and honored to have been selected to lead AMC. I know that the team at AMC shares your [Casey's] and the Secretary's [of the Army Pete Geren] vision and your passion for this great Army."

Dunwoody continued, "When Soldiers see the AMC patch, they know they will get help, they know they will get what they need. When they see our symbol they know AMC will respond with great urgency," said Dunwoody.

Dunwoody is now one of only 11 four-star generals in the U.S. Army. With 33 years of service, Dunwoody has accomplished several other historical firsts -- including being the first female assigned

*"Four Star" continued on page 4*

## Four Star continued from page 3



U.S. Army photo by Wayne Scanlon



Gen. Ann E. Dunwoody, commander of Army Materiel Command, assumes duty of the Army's provider of materiel readiness.

Gen. Ann E. Dunwoody, incoming Army Materiel Commander; Gen. George W. Casey Jr., U.S. Army Chief of Staff; and Gen. Benjamin S. Griffin, outgoing AMC commander stand at attention during the AMC change of command ceremony.



as deputy commanding general of AMC, the deputy chief of staff of Army logistics, and commander of the U.S. Army Combined Arms Support Command.

She was also the commander of the 407th Supply and Transportation Battalion of the 82nd Airborne Division, Fort Bragg, N.C.; the 10th Mountain Division Support Command, Fort Drum, N.Y.; and the 1st Corps Support Command at Fort Bragg. She also deployed during Operation Desert Shield and Desert Storm with the 82nd as the division parachute officer.

She received a direct commission as a second lieutenant after graduating from the State University of New York at Cortland in 1975. She has graduate degrees in

national resource strategy and logistics management.

Dunwoody credits her family for her successes. During her promotion ceremony at the Pentagon she said, "I now know this Army profession I'm so proud to be a part of is a reflection of the very values I grew up with in the Dunwoody family."

At the Pentagon ceremony she also emphasized, "If anyone is worried about the next generation of warriors, fear not. The bench is filled with talented Soldiers, sailors, airmen and Marines, and while I may be the first woman to receive this honor, I know with certainty I won't be the last."

### Gen. Ann E. Dunwoody

- State University of New York at Cortland
- Operation Desert Shield
- Operation Desert Storm
- Commander of U.S. Army Combined Arms Support Command
- Deputy chief of staff of Army Logistics
- Deputy commanding general of Army Materiel Command
  - Commander of Army Materiel Command

# Sergeants major echo importance of Lake City AAP mission

By Darryl Howlett  
JMC Public Affairs

INDEPENDENCE, Mo. -- Some of the Army's most senior leaders toured an ammunition facility that plays a major role in making all service members safe.

Command Sgt. Maj. Jeffrey Mellinger from the Army Materiel Command led 16 command sergeants major on a tour Nov. 7 of the Lake City Army Ammunition Plant.

Lake City is the Department of Defense only government producer of small-caliber ammunition. The government-owned, contractor-operated facility produces ammunition such as 5.56 mm, 7.62 mm, 20 mm and .50 caliber rounds.

"What I hope is that at the end of the day this tour will give you a greater appreciation of how all of this ammunition mysteriously show up," Mellinger said. "This is an opportunity to meet with the dedicated employees that make the ammunition."

Among the commands represented at the tour were

Medical Command, Training and Doctrine Command, Criminal Investigation Command, Army National Guard G3, the 75th Ranger Regiment of the Special Operations Command, XVIIIth Airborne Corps, U.S. Army Infantry School, Army Reserve, Army Forces Command, and the Army Sustainment Command.

The 16 Soldiers, according to Mellinger, represented more than 500 years of military experience.

Also in attendance were the Joint Munitions and Lethality Life Cycle Management Command Sgt. Maj. Larry C. Taylor and the Joint Munitions Command Sgt. Maj. James E. Taylor.

Lt. Col. Christopher L. Day, commander of Lake City, spoke to the Soldiers on the uniqueness of the plant. "Lake City is an AMC special installation that produces 4 million rounds a day," he said. "We also conduct 14 to 16 tests that each bullet goes through. So to us, the reliability and lethality of the bullet is pretty significant."

Along with a tour of the plant, the Soldiers partici-

pated in the plant's Veterans Day ceremony and attended a classified briefing on the Army's newest venture, green ammunition. The senior enlisted advisors also viewed some of the \$250 million in upgrades currently taking place at the plant.

During the tour, the Soldiers were told of why and how the change occurred for the Army's switch to green ammunition, or lead-free ammunition.

Mellinger said he hoped the command sergeants major would take their experiences at Lake City back to their commanders and Soldiers, ensuring that the entire Army understands the importance of Lake City and the contribution of its workers in support of their mission.

"I can echo the statements made by several of those in attendance - the visit was very informative and much appreciated," Mellinger said.

"And from a war fighter perspective, watching the team at LCAAP in action as they prepared the small caliber

ammunition for us, we are more convinced than ever that our civilians are helping us in the fight though their efforts at giving the warrior the best we can provide."

JMC's Taylor was pleased how the tour turned out.

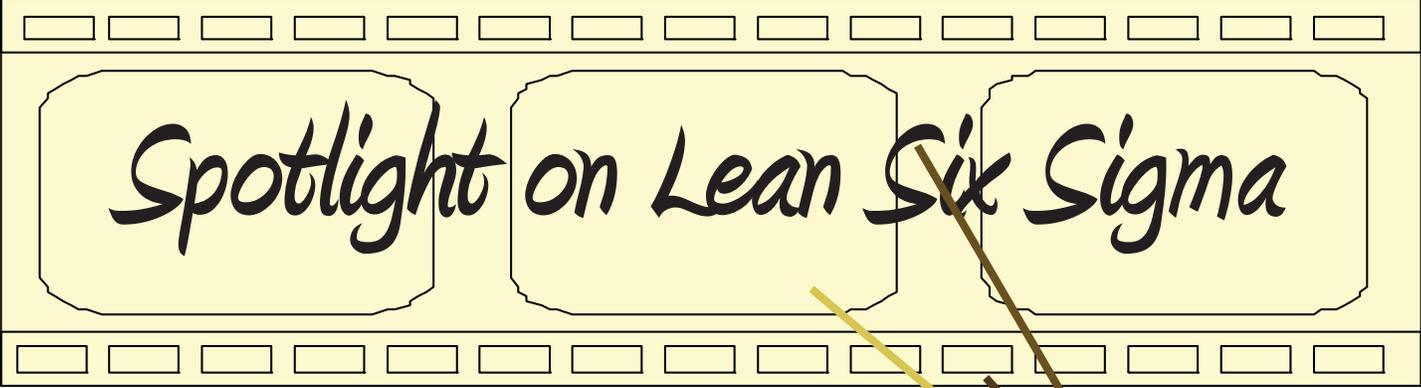
"The visit went extremely well; it gave the Joint Munitions Command an opportunity to inform Army senior command sergeants major about JMC's role to the warfighter and provided any update on modernization," he said.

"The command sergeants major were

very impressed with the level of professionalism and detail that goes into producing munitions. Many of them who have been on the receiving end of munitions over in Iraq and Afghanistan expressed the confidence in the munitions in which their Soldiers received."

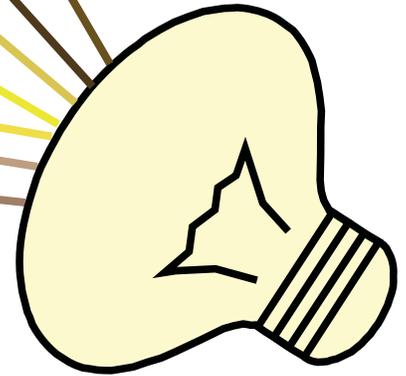


Bonnie Gorman, director of operation for Lake City Army Ammunition Plant's 5.56 mm line, holds up a round to several command sergeants major, during a tour of the plant Nov. 7 in Independence, Mo.



# Spotlight on Lean Six Sigma

## *Ammunition data cards receive boost in accuracy thanks to green belt project*



By Michael Maloney  
JMC Production Quality Management

ROCK ISLAND ARSENAL, Ill. --Accurate information is an invaluable tool in logistics. And sometimes not enough information is available at one's fingertips. But thanks to a recent Joint Munitions Command green belt Lean Six Sigma project, the ammunition data cards that are used by logistics personnel, now have the most complete, up-to-date information for field issuable or Department of Defense identification code level ammunition. The project saved JMC more than \$67,000.

The team assembled to carry out the project consisted of five members and included personnel from JMC and ARDEC.

While it was in process, the project took advantage of improved administrative functionality of the ADC Worldwide Ammunition-Data Repository program. A streamlined sample ADC review process providing increased clarity in instructions through the addition of an operational definition has enhanced the production quality management understanding of the required item componentry to be included on the end item ADC during the review process.

Additionally, the project made use of a contractual clause to communicate, upfront to the producer, the required components to be included on the ADC.

According to Aaron Meyers, general engineer, Quality Assurance Directorate, this project will benefit JMC in many ways.

"By standardizing the requirements for ADC, a more uniform process has been put in place. This will result in a reduction of time spent clarifying ADC requirements down the road, as both JMC and the contractors should have the same understanding of a completed ADC. After production, the logistical analysis will be made easier having all necessary components identified on the ADC," he said.

"Once the template is in place, the amount of time spent searching for common components between lots will be reduced and the confidence that all necessary components will have been found will be raised. Overall, by having a correctly filled out ADC, everyone involved with ADCs becomes more efficient," he continued.

"Properly documented ADCs will benefit JMC in its capability to quickly respond to user's requests for information of ammunition in both the hands of our warfighters and the ammunition stockpile," said Marcia Garrison, WARP system administrator, ammunition data analyst, Production Quality Management Division.



Standard deviation: Average distance from each data point to the mean.

# Reducing risk of unauthorized buys, decreasing cycle time purpose of LSS project

By Rhonda Cunningham  
JMC Logistics Funds Requirements

ROCK ISLAND ARSENAL, Ill.--

Ensuring authorized buys are accurate is such an important part of the acquisition process that the federal government saw fit to create a set of regulations called the Anti-Deficiency Act.

The folks in charge of the non-standard ammunition process at the Joint Munitions Command feel that it is important too. So, in the interest of fulfilling the provisions of the ADA, they conducted a Lean Six Sigma project to improve the process and reduce the cycle time between the award of an acquisition contract and the obligation of funds.

The goal of the project was to reduce the possibility of potential ADA violations by ensuring authorized buys were accurate. The intent was to compare the Department of the Army's operation authorized list with the actual buys to guarantee accuracy. Another goal was to look at the Military Interdepartmental Purchase Request process and the award vs. system obligation posting cycle time.

The team established to carry out the project consisted of personnel from JMC; Program Executive Office-Ammunition; Armament Research, Development and Engineering Center; and Fort Benning.

When the project started, there was a 33 percent defect rate within the authorized list and the contract buys. This was due to discrepancies in the quantities on contract vs. the quantity authorized; nomenclatures on the contract not being the authorized nomenclatures; and mismatches between the nomenclature on the contract and the authorized nomenclature because of vague language.

The cycle time from date of issuing a MIPR to the MIPR acceptance date was averaging 26 days and 28 days from date of contract award to Standard Operation and Maintenance Army Research and Development system date postings. This was reduced to an average of 0.3 days and the cycle time for the award process was reduced to an average of two days.

Because of this project, several changes were made to the procedure. A copy of the purchase request or draft contract in advance of the award is requested to ensure only the authorized items are being procured and the acceptance of MIPRs is to be returned no later than two days. Follow up emails are sent if needed to guarantee this requirement is met and MIPRs are

tracked to ensure the contract is let. Once the contract is received it is reviewed for accuracy and line of accounting and faxed/mailed to the obligation desk at PEO-Ammo for obligation.

"I believe the non-standard ammunition project will benefit JMC by creating an in-depth standard operating procedure that put controls in place to eliminate the possibility of incurring Anti-Deficiency Act violations," said Jennifer Baden, execution team leader, Acquisition Funds Requirements Division, JMC's Munitions and Logistics Readiness Center business directorate.

Ron Stevenson, chief, Logistics Funds Requirements Division, Business Development, Munitions and Logistics Readiness Center, echoed this and added, "They assigned the responsibility to then newly established PEO for Ammo who looked to JMC for help. I believe the results of this project will put the controls in place that our Army customer requires."

Some of the benefits achieved through this project are improved communication lines and greater customer satisfaction.

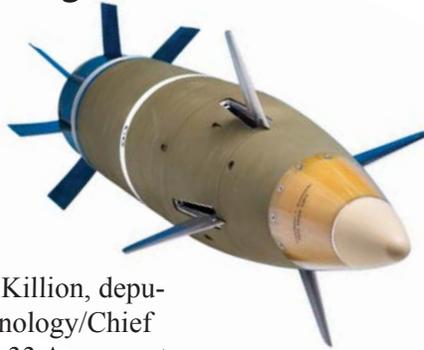


U.S. Army photo courtesy of Holston Army Ammunition Plant

## A Look Around JMC: Holston Army Ammunition Plant

During his first tour of the facility, JMC Commanding General, Brig. Gen. Larry Wyche receives an overview of machinery and its capabilities at Holston Army Ammunition Plant, in Kingsport, Tenn.

# Army recognizes top researchers; Picatinny contributes 33 winners



Excalibur (XM982) is a precision, autonomously guided, 155 mm artillery round with extended range. The XM982 Excalibur projectile provides accurate, first round fire-for-effect capability in an urban setting, resulting in low collateral damage.

*U.S. Army photo courtesy of Picatinny Arsenal*

Picatinny Arsenal News Release

PICATINNY ARSENAL, N.J. -- Thomas H. Killion, deputy assistant Secretary for Research and Technology/Chief Scientist, U.S. Army, announced Oct. 27 that 33 Armament Research, Development and Engineering Center employees are winners of the 2008 Army Research and Development Achievement Awards.

The RDA award is the Army's top award for research and development. In all the Army recognized 39 projects, eight of which were designed by the ARDEC employees.

The 33 Picatinny Arsenal personnel were chosen for their outstanding scientific and technical achievement. The individuals selected were:

- Matthew Evangelisti, Vincent Gonsalves, Keith Fulton and Gerrard Eilert for their work on the RKG-3 Grenade Simulator, a training item for the Soldiers that simulates the functioning of the RKG anti-tank grenades used by insurgents.
- Sanjeev Singh, Philip Samuels, Paul Vinh and Chandrak Patel for their work on the development of the first Army explosive formulation to pass all insensitive munitions tests. Because of its low cost and acceptable energy output to destroy enemy targets, the IMX-102 was developed to replace the widely-used explosive TNT.
- Douglas Troast, Dr. Donald Carlucci, Alan Totten, James Hahn and Thomas Coradeschi for their work on the XM982 Excalibur precision-guided extended-range artillery projectile.
- Dr. Andrew Littlefield, Edward Hyland, Daniel Crayon and Upendra Patel for their work on the high-tension wrapping of thermoplastic composite structures: A multi-year effort that culminated in 2007 with the wrapping of the second of two prove-out tubes as part of the Durable Gun Barrels Manufacturing Technology Program.

With the successful completion of this tube the technology was transitioned to the Army's Electromagnetic

Railgun Program and the 120 mm XM360 System Design and Development Program.

- Stephen Chico, John Costello, Khaled Darwish, Josiah Fay and Christopher McEwan for their work on the Abrams Reactive Armor Tile System for enhanced protection to the Abrams Tank.
- Daniel Cler, Robert Carson, Jeffrey Greer and Mark Doxbeck for their work in enabling technologies for muzzle-brake development designs that will enhance overall system mobility and lethality through system weight reduction and parallel-guided munitions development compatibility.
- Deepak Bupathi and Ross Towers for their work on the Picatinny Optical Detection System, known as PODS, allows Soldiers to remotely observe hostile combatants, to include snipers, forward observers and triggermen.  
PODS is an optical-augmentation system, designed specifically to detect the optics used in remote observation relying on retro-reflection technology, thereby enabling the warfighter to locate and situate potential optical threats prior to engagement.
- King Siu, Brian Peltzer, Mark Mellini, Amir Morcos and Myron Hohil for their work on Rattlesnake, an unattended ground sensor system to address and defeat improvised-explosive-device threats.

"These eight projects address some of the accomplishments that have been provided to the war-fighters on today's battlefield while others address accomplishments that help to meet the needs of our future warfighters," said ARDEC Director Dr. Joseph A. Lannon.

Lannon will present each award winner with an official plaque during a ceremony held at a later date.



*U.S. Army photo courtesy of McAlester Army Ammunition Plant*

Tim Carson, left, and Lycia Mays, install a follow through bomb into a Unitary Variant Joint Stand Off Weapon.

## Public-private partnerships-- McAlester AAP sets the example

*McAlester Army Ammunition Plant has the longest running direct public-private partnership in the Joint Munitions Command.*

### McAlester AAP News Release

McALESTER, Okla.--Since 1994, Raytheon has teamed with McAlester Army Ammunition Plant to produce such weapons as the High Speed Anti-Radiation Missile, the Joint Stand Off Weapon and the latest, the Excalibur projectile, which is the first precision cannon artillery system for the U.S. Army, Marines and coalition artillery.

Raytheon began their partnership with McAlester in 1994 when they integrated the HARM missile for the next two years. Beginning in 1996, Raytheon has "gone through development, low rate initial production and full rate production for the four different variances of the JSOW," according to Chris Crouch, Raytheon general manager for McAlester.

Future developments of the JSOW--with a new variant appearing in 2009--allow the weapon to acquire a moving target, Crouch said. Raytheon is looking for other potential programs that will benefit McAlester, he said.

"One of the first things that impressed me was the work ethic and mission focus of the production workers at the plant," Crouch said.

McAlester's efforts were instrumental in getting the Excalibur to the warfighter ahead of schedule, he said.

"Together, we have been able to expand McAlester's expertise from conventional ammunition to include precision guided weapons and Excalibur is a good example of this," he said.

Additionally, the plant is actively engaged in the demilitarization of Raytheon missiles, primarily the Maverick and the Standard SM-1. These programs have served as a major advancement in the plant's demilitarization program and has prompted McAlester to pursue construction of a state-of-the-art missile demilitarization facility.

McAlester now has 11 partnerships with a goal to increase that to 17 in the coming year. The plant offers load, assembly and pack and resource, recovery and recycle (R3) services. McAlester also offers maintenance, renovation, demilitarization, emerging technologies and research and development of all conventional ammunition.

McAlester has more than adequate space to accommodate additional partners, said Randy Pipes, marketing director at McAlester.

In addition to Raytheon Missile Systems, McAlester's industry partners include: General Dynamics OTS (LAP and R3); Lockheed Martin (LAP); The Boeing Company (LAP); Accurate Energetics Systems (R3); Elwood National Forge Co. (LAP); EXPLO Systems (R3); The Ensign Brickford Co. (R3); General Atomics (R3), Demil Metals INC (R3) and U.S. Foundry and Manufacturing Corp (R3).

McAlester Army Ammunition Plant has the experience, the capability and the talent to successfully partner with any Department of Defense contractor. McAlester--providing joint service support to the warfighter--right item, right time, right place and right quantity.

# JM&L LCMC's Safety Spot Check

## Driving and animals-- deer safety



*U.S. Army photo courtesy of McAlester Army Ammunition Plant*

### Army Materiel Command Safety

This is the time of year animals are more visible as they get ready for winter. We see more of them on and near interstates, byways, and local roads, especially out in the country.

There are distinct safety concerns related to collisions with deer and other animals. Anyone who has ever been involved in a deer or an animal crash knows how much these four footed friends of ours can damage a vehicle, especially the way vehicles are made these days.

Expect at least a two thousand dollar bill from the "average" deer collision. But that's not the worst of what to expect. People do die in crashes with deer (not so much with the other animals). Deer can jump the hood and literally go through the windshield of the vehicle, killing the driver or passenger. Or the driver, by swerving to avoid an animal, can lose control of the vehicle and crash, with deadly consequences.

Many crashes and injuries involving animals are reported each season. Take a couple of minutes to assess your potential for getting into a crash.

The Wisconsin State Patrol Bureau of Transportation Safety offers the following advice for avoiding collisions with deer:

\* Be vigilant and drive cautiously in early morning and evening hours--the most active time for deer.

“

**Do not swerve-it can confuse the deer as to where to run.**

”

- \* Heed deer crossing and speed limit signs.
- \* Always wear your safety belt--there are fewer and less severe injuries in vehicle-deer crashes when safety belts are worn.
- \* If you see a deer by the side of the road, slow down and blow your horn with one long blast to frighten the deer away.
- \* When you see one deer, look for another one--deer seldom run alone.
- \* If you see a deer looming in your headlights, don't expect the deer to move away--headlights can confuse a deer and cause the animal to freeze.
- \* Brake firmly when you notice a deer in or near your path.
- \* Do not swerve--it can confuse the deer as to where to run. It can also cause you to lose control and hit a tree or another car. The one exception is if you are riding a motorcycle. In this case, you should slow down, break firmly and then swerve if necessary to avoid hitting the deer. If you must swerve, always try to stay within the lane to avoid hitting other objects.
- \* If you hit a deer, stay in your vehicle and do not touch the animal if it is still alive.
- \* While trying to move, the injured deer could hurt you or itself.
- \* Walking or stopping on the highway is very dangerous--you could be hit by an oncoming vehicle.
- \* The best advice is to get your vehicle off the road if possible, and then call a law enforcement agency.