THE COYOTE LOG

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Air Force Outstanding Unit
2011 Distinguished Flying Unit

Westergren hits the road after deployment

By Tech. Sgt. Emily F. Alley
190th Public Affairs

A Coyote traded in a humvee for a car after her recent deployment to Afghanistan.

Tech. Sgt. Dottie Westergren spent six months in Afghanistan, but found that her car was no longer working when she returned home. Westergren drives more than 80 miles roundtrip each day, as a full time employee in the 190th ARW finance office.

Fortunately, a not-for-profit organization, Cars 4 Heroes, donated a car to assist Westergren.

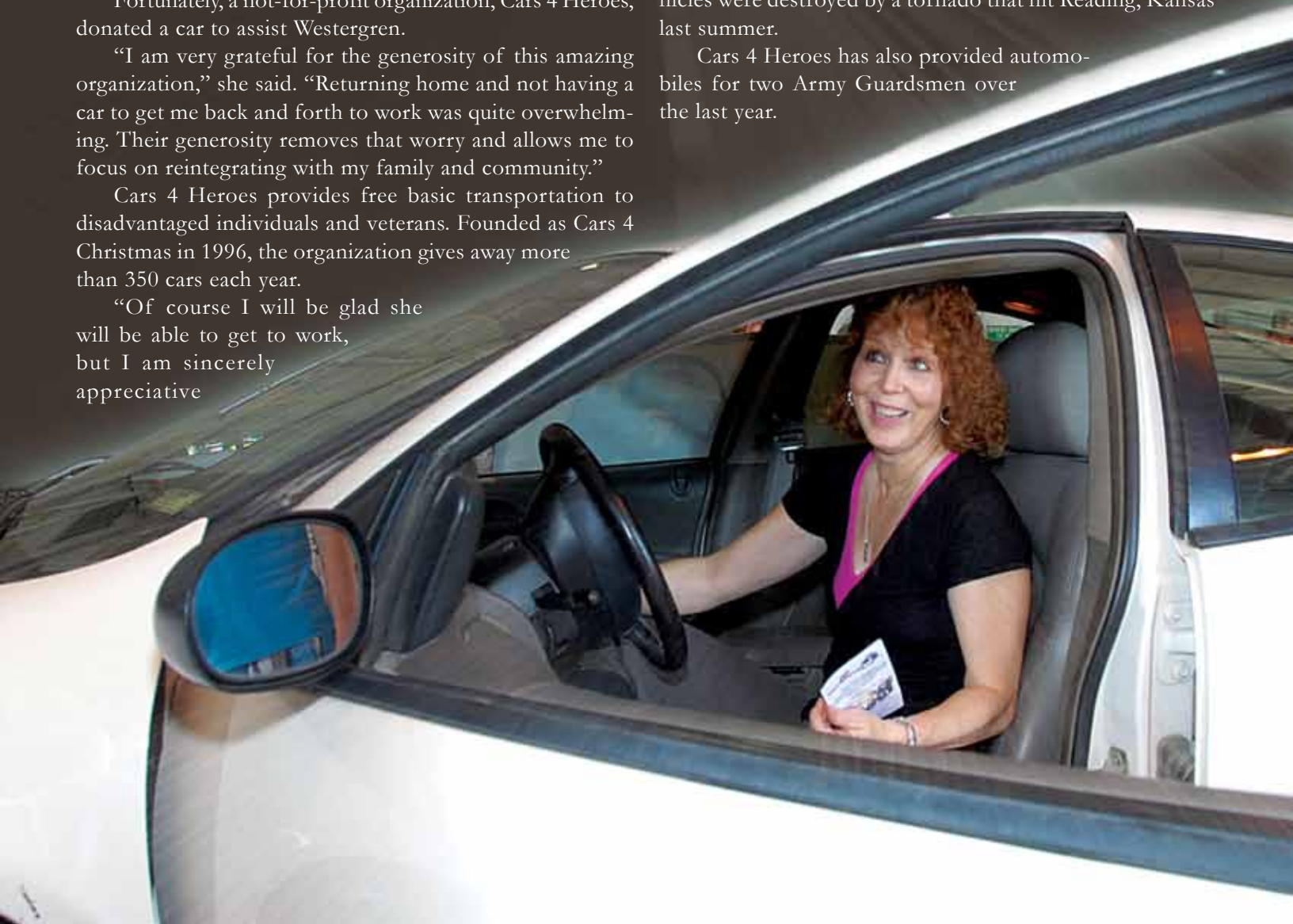
"I am very grateful for the generosity of this amazing organization," she said. "Returning home and not having a car to get me back and forth to work was quite overwhelming. Their generosity removes that worry and allows me to focus on reintegrating with my family and community."

Cars 4 Heroes provides free basic transportation to disadvantaged individuals and veterans. Founded as Cars 4 Christmas in 1996, the organization gives away more than 350 cars each year.

"Of course I will be glad she will be able to get to work, but I am sincerely appreciative that she will have this burden taken away," said Westergren's Commander, Maj. James Wehrli. "She has always given so much to our office, Wing and community. It's extremely meaningful to know that outside organizations want to know our Airmen are taken care of and they couldn't have chosen a better person."

Westergren was the second Coyote to receive a vehicle from the non-profit organization. Master Sgt. Jeff Norling also received a car from the group after his home and vehicles were destroyed by a tornado that hit Reading, Kansas last summer.

Cars 4 Heroes has also provided automobiles for two Army Guardsmen over the last year.



Leading change at the 190th Air Refueling Wing

By Lt. Col. Fran Oleen
Commander, 190th Logistics Readiness Squadron

As Col. Krueger pointed out in his March Commander's Call, our Wing culture is changing. Accountability is the key word of the future of the 190th Air Refueling Wing. Added to that are the trillion-plus dollar cuts in the Department of Defense budget, an enlisted grade review that already has affected 116 of our 983 positions at the 190th, and two proposed rounds of Base Realignment and Closure in the next three years. It's fair to say that we are facing the possibility of massive adjustments. We do not yet know exactly how these events are going to affect us, as an organization or as individuals, but we do know one thing: we, as leaders, will have to lead our organization through change in the near term.

Recently, I read an article by Col. Mark A. Homrig, which summarized the book "Leading Change" by John Kotter. In it, Col. Homrig describes Kotter's eight-step process for leading change in an organization. These points provide a framework for leaders at all levels who will make difficult decisions at the 190th and the Kansas National Guard.

Establish a sense of urgency. The crucial first step in gaining the cooperation of leaders and subordinates is to overcome high complacency and low urgency. Kotter states that much of the problem is that organizations have enjoyed past success, so they do not see any reason to change their practices. To combat this, leaders must take bold, risky steps to establish a strong sense of urgency. Specifically, leaders can stop "saving" their subordinates. They can allow money to go back because subordinates did not spend it. Leaders can admit or even uncover weaknesses in their unit. To show that their subordinate leaders must change the way they do business, leaders can allow their subordinates' errors to blow up instead of correcting them at the last minute. If leadership from the most senior levels down set priorities and emphasize the need for immediate change, the sense of urgency will develop in short order.

Create a team. A strong team with the right people, a level of trust, and shared objective is essential. Every leader at each level must be on board. Commanders must spend an enormous amount of time building trust among team members. Leaders must present a unified front to the unit, disagreeing only in private.

Develop a vision and strategy. A vision serves several purposes: It clarifies the general direction for change; it motivates people to move in the right direction; and it helps coordinate the actions of different people at many levels of the organization. For most military organizations, developing a vision is an expectation.

Communicate the change vision. Leaders often dramatically underestimate the amount of effort needed to communicate the vision. The vision can easily get lost in the enormous amount of other communications our unit members receive. Leaders at all levels must make the change vision message simple and repeat it many times using different methods of communication. Finally, we must set the example by understanding the vision and working to achieve it.

Prepare employees for broad-based action. People within an organization must feel they can make a difference. Leaders must focus on rewarding desired behavior. One main point Kotter makes is that leaders must deal with problem supervisors, specifically ones who act like they are going along but are really dragging their feet. Specifically, commanders must confront problem supervisors directly with honest dialogue.

Generate short-term wins. Major transformations take a long, long time. A few zealots will stay committed the whole time, but most people need to see evidence that the effort is worthwhile. Leaders must praise their units for progress on each step of the change to keep the troops motivated to reach the long term goal.

Consolidate gains and produce more change. Resistance to change never fully dissipates. Early success can drive resisters underground, where they wait for a chance to make a comeback. When you let up before the job is done, you will lose critical momentum and the unit will regress. New practices are very fragile until they are driven into the culture, and years of work can be undone with remarkable speed. Just when it seems the change has finally set in, leaders should push for MORE change. The team established early in the process must use its credibility to tackle even bigger projects. More people must be brought in to the team. Leaders must overcome their own fatigue and focus on the mission of change they face.

Anchor new approaches in the culture. The last thing to change is culture. The only way to change culture is to demonstrate clearly that the new approaches work and are better than the old ways.

Cultural changes may require replacing key people, and Kotter maintains it is crucial to hire and promote the right ones.

Change is never easy.

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On the cover:
Tech. Sgt. Dottie Westergren takes a seat in her new car after returning from a deployment to Afghanistan. *(graphic design by Staff Sgt. Jake Meyer)*

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Thunderchief returns to Kansas

By Senior Master Sgt. Kevin Drewelow
190th Maintenance Group

Thanks to the hard work of six Kansas Coyotes, a former 184th Tactical Fighter Training Group (TFTG) fighter bomber has been saved from the scrap heap and will soon be displayed at the Museum of the Kansas National Guard at Forbes Field.

Master Sgt. Steve Anderson, 190th Logistics Readiness Squadron, Master Sgt. Shad England, 190th Maintenance Group, and 190th Maintenance Group's Master Sgt. Marvin Stadler, Tech. Sgt. Randy Hansen and Airman 1st Class Neal McKinzie accompanied Senior Master Sgt. Alan Laub to San Antonio Texas in mid-April to begin the move.

The 433rd Airlift Wing provided a crane and support to help the team disassemble, load and transport the Republic F-105D Thunderchief to Forbes. Laub, Stadler, Hansen and Staff Sgt. Jared Petefish, 190th MXG, prepared the jet for final disassembly by removing parts and panels during a previous visit.

"Thanks to its smaller wing, the Thunderchief was easier to disassemble and move than was the Canberra," Laub said, referring to the former 190th EB-57B he and a team trucked from California to Kansas. "The F-105 attracted a lot of attention on the highway."

Hansen, a former 184th Jayhawk, helped restore a Thunderchief in 1983 at McConnell Air Force Base in Wichita, Kan. "Working on this jet reminded me of all of the F-105 people I worked with at the 184th. This will be a great addition to the Museum of the Kansas National Guard," he said.

The 184th TFTG operated 30 Republic F-105 Thunderchiefs from 1971-1979 and was responsible for training all Air Force, Guard and Reserve crews, a mission they continued through two other aircraft types until they converted to B-1 bombers in 1994.

Republic Aircraft designed the F-105 in the '50s to deliver a nuclear weapon at high speed and low altitude, but the Thunderchief made its mark on Air Force history as a fighter bomber over Southeast Asia from 1964 to 1970.

It flew more combat missions over North Vietnam than any other aircraft, but paid a terrible price with nearly 400 lost in action. In air-to-air combat, F-105s lost 22 of their own while shooting down 28 enemy fighters.

The factory delivered F-105D tail number 61-0106, the Museum's aircraft, to the Air Force in 1962. The jet served in Europe and Libya until 1967 when the Air Force sent it to McConnell to train Thunderchief crews. The Air Force transferred the F-105 schoolhouse mission to the 184th in 1971 and 61-0106 joined the Kansas Air National Guard a year later. After the 184th converted to the F-4 Phantom in 1979, 61-0106 joined the Air Force Reserve at Hill AFB where it ended its flying days in 1983. 61-0106 was one of a dozen F-105s flown to Lackland AFB where they were used to train security forces on a simulated flight line.

The Air Force recently relocated the training area and released a few Thunderchiefs, including 61-0106 to museums. Local aviation enthusiast Robert Eichkorn sent photos of the Lackland F-105s to Senior Master Sgt. Kevin Drewelow, 190 MXG and a member of the Museum of the Kansas National Guard board of directors. Drewelow then sent the photos to retired 190th photographer Senior Master Sgt. Jerry Geer, who confirmed that 61-0106 had belonged to the 184th. The Museum of the Kansas National Guard and 190th then worked with the Museum of the United States Air Force to obtain 61-0106 for the Kansas museum collection.

Volunteers will remark 61-0106 as it appeared during its service with the 184th TFTG. The completed Thunderchief will honor those who served in the 184th during the F-105 era and contributed so much to the nation and the state of Kansas.

190th ARW
Family Day
2012

—Portrait of an Airman

Airman First Class Jeni D. Douglas

Job Title: Optometrist Apprentice

Responsibilities: Patient care and testing; fitting, ordering and dispensing of military eyewear.

Education: Majoring in ecology and evolutionary biology at the University of Kansas.

Military Experience: Graduating in the top 10 percent of ophthalmic technical school in 2010.

Goals and Ambitions: Traveling the world, learning about culture and appreciating nature.

Hobbies and Activities: Laughing with my friends and family and anthing outdoors.

Most Memorable 190th Moment: Being recognized for my work, thanks to my awesome supervisor, Col. Hefner. That gave me more confidence in my position.

Sober is safer: Thinking then drinking

By The 190th Safety Office
190th Air Refueling Wing

(Note: this is the second part of a multi-edition feature on the summer safety.)

Drinking has become a part of many summer pastimes – before, during and after. While most people are aware of the hazards of drinking and driving, there are many more situations where alcohol becomes a danger. Consider the consequences before you begin your summer fun; your safety, as well as the safety of others, will depend on your clear thinking.

Alcoholic drinks have different amounts of alcohol in them and alcohol gets into your bloodstream quickly. Beer is about 5 percent alcohol, although darker beers and ales can have more. Wine is usually 12 – 15 percent alcohol, while hard liquor is about 45 percent alcohol.

The amount and type of food in your stomach can change how quickly alcohol enters your bloodstream. For example, high-carbohydrate and high-fat foods can make your body absorb alcohol more slowly.

Some alcoholic drinks get into your bloodstream faster. A carbonated (fizzy) alcoholic drink, such as champagne, will be absorbed faster than a non-carbonated drink.

Alcohol slows your breathing rate, heart rate, and how well your brain functions. These effects may appear within 10 minutes and peak at around 40 - 60 minutes. Alcohol stays in your bloodstream until it is broken down by the liver. The amount of alcohol in your blood is called your "blood alcohol level." If you drink alcohol faster than the liver can break it down, this level will rise.

Your blood alcohol level is used to legally define whether or not you are "drunk." The blood alcohol legal limit usually falls between 0.08 and 0.10 in most states. Below is a list of blood alcohol levels and the likely symptoms.

--0.05 -- reduced inhibitions
--0.10 -- slurred speech
--0.20 -- euphoria and motor impairment
--0.30 -- confusion
--0.40 -- stupor
--0.50 -- coma
--0.60 -- respiratory paralysis and death

Develop your plan before rather than after and stick to it. Whether it's having a designated driver or choosing to stay sober while you participate in outdoor activities, you will have fun knowing you've taken steps to prevent injury or death.

COMBAT AIR MUSEUM

The Combat Air Museum in Topeka will be hosting an open house for 190th members and families on Saturday, June 12 from 10am to 2pm. Admission is free.

For Your Information

Promotions

AIRMAN FIRST CLASS
Ross G. Ackley, FSS
Jeremy L. Young, CE

SENIOR AIRMAN
Sarah A. Coffey, LRS

TECHNICAL SERGEANT
Lindsey S. Lutgen, SFS
Joseph J. Palmer, MDG
Jesse R. Price, MXS

MASTER SERGEANT
Daniel E. Davies, Jr., AMXS
Sarah R. Sell, SFS
J. Scott Ullmer, AMXS

CAPTAIN
David K. Bailey, 117th

Coyote Grill June UTA Menu

Friday, June 1
Boneless crispy baked chicken, pork chops & mushroom gravy, macaroni & cheese casserole, steamed broccoli, cherry crisp and spice cake

Saturday, June 2
Fajitas, fried catfish, cheesy potatoes, corn, pollock

Sunday, June 3
Pepper steak, hickory grilled chicken breast, au gratin potatoes, dark chocolate cake, rolls & butter

Appointments/Enlistments

AB Nicholas T. Buckner, LRS
Enlistment Date: April 12, 2012

AB Joshua A. Gee, SFS
Enlistment Date: April 14, 2012

AB Dustin M. Plankey, MDG
Enlistment Date: April 12, 2012

AB Chase R. Wechsler, Student Flight
Enlistment Date: April 14, 2012

190 AMXS First Sergeant Vacancy

The 190th Aircraft Maintenance Squadron First Sergeant position is open to promotable Tech. Sgts. and Master Sgts. Applicants must have ASVAB score of 41 administrative or 62 general, and a passing fitness assessment. If interested, submit your package to Chief Master Sgt. Ivan Perez by COB June 3, 2012.

First Sergeant package consists of:
- Resume with cover letter
- Current RIP

Congratulations to the Outstanding Airmen of the 2nd Quarter 2012 and Company Grade Officer of 2011!

Airman Category:
SrA Elizabeth Pollard
NCO Category:
SSgt Michael Tremblay
SNCO Category:
SMSgt Denise Montgomery

2011 CGO of the Year:
Capt. Penny Jamvold

Chaplain Services

All services are in building 662, third floor next to the STARBASE classroom on Sundays of the UTA.

Protestant @ 8 a.m.
Church of Latter Day Saints @ 11 a.m.
Catholic confession @ 1:30 p.m.
Catholic mass @ 1:45 p.m.

Retirements

Lt. Col. John Kerns, 190th ARW
Retirement Date: March 1, 2012

CMSgt. Danny Roush, CES
Retirement Date: March 14, 2012

SMSgt. Clifford Archer, MDG
Retirement Date: May 25, 2012

SMSgt. Richard Smith, FM
Retirement Date: April 1, 2012

SMSgt. Michael Swed, AMXS
Retirement Date: February 15, 2012

MSgt. John Blackwell, 127th WF
Retirement Date: March 7, 2012

MSgt. Wallace Bonnette, LRS
Retirement Date: February 20, 2012

TSgt. Richard Rust, MXS
Retirement Date: April 15, 2012

Outstanding Performers

A1C Erica Davis of the Maintenance Squadron received the ACE award for outstanding academic achievement while attending the Comm/Nav System Apprentice Course. She also earned the "Thunderbolt" recognition for exceeding BMT fitness standards with a composite score of 90% or above.

Maintenance Jobs Available

-2 traditional positions
-Requires 2A571 AFSC

Applicants will:
-Report/track aircraft status
-Use GO-81
-Communicate well
-Use radios
-Dispatch personnel/equipment

This position is:
-Opportunity to travel/deploy
-Mission essential

To apply:
Submit your military resume to Chief Coffin, MOF Superintendent.
Email mickel.coffin @ang.af.mil

Coyote Heritage

Aircraft "641" gets ready to button up prior to leaving on a rotation in support of Operation Desert Shield to Jeddah, Saudi Arabia, sometime in late November of 1990.

Prior to activation of the 117th at the end of December 1990, the Air National Guard relied on volunteers and its own steady flow of parts and aircraft to keep the effort going forward.

The 190th had been the first guard unit to respond to the call for volunteers and aircraft, but it soon became apparent that without support from the regular Air Force, which was already tasked to the limit, keeping up with demand would create challenges. Guard tanker people and parts would have to sort it out themselves. The solution that evolved was a weekly rotation of KC-135s, using tankers from all Guard units. The 190th, and Forbes Field, was the coordinating unit.

Almost from the beginning, there was a steady stream of tankers flying to Jeddah and back, with the incoming tanker landing the same time the outbound tanker was taking off. It would become one of the most interesting aspects of the Air National Guard's involvement in the Gulf War.

Air refueling out of Jeddah was primarily a Guard operation, with the 190th leading the way.

Please record your story and send it to the historian's office at: 190th Historian, 5920 SE Coyote Dr., Topeka, KS 66619-5370.

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To The Coyote Family of:

Moving? Don't forget to update your address:
Military Members: visit vMPF to update your address.
Retirees & Civilians: email 190ARW.PA.CoyoteLog@ang.af.mil. Please allow 2-3 months for updates to reflect on your log.