

349 FORCE SUPPORT SQUADRON



MISSION

LINEAGE

349 Mission Support Squadron constituted and activated, 1 Aug 1992
Redesignated 349 Force Support Squadron, 15 Oct 2010

STATIONS

Travis AFB, CA, 1 Aug 1992

ASSIGNMENTS

349th Support (later, 349th Mission Support) Group, 1 Aug 1992

COMMANDERS

Lt Col Neal Landeen

Lt Col Sarah W. Mangahas, 8 Sep 2012

HONORS

Service Streamers

None

Campaign Streamers

None

Armed Forces Expeditionary Streamers

None

Decorations

Air Force Outstanding Unit Award with Combat "V" Device
1 Aug 2002-15 Aug 2003

Air Force Outstanding Unit Awards

[1 Aug] 1992-30 Jun 1994

1 Jul 1994-15 Aug 1995

1 Jul 1996-30 Jun 1998

1 Aug 2000-31 Jul 2002

16 Aug 2003-17 Aug 2004

18 Aug 2005-17 Aug 2006

18 Aug 2006-17 Aug 2007

18 Aug 2007-17 Aug 2008

18 Aug 2008-17 Aug 2009

EMBLEM



349th Mission Support Squadron emblem: On a disc Azure, issuant from a cloud formation in base Proper, a suspension bridge arched to center throughout Or shaded Sable. Overall, a stylized computer Gold Brown detailed of the third, screened of the field displaying a Wyvern erect, wings elevated Yellow detailed of the fourth, all within a narrow border Yellow. Attached above the disc, a Blue scroll edged with a narrow Yellow border and inscribed "349TH MISSION SUPPORT SQ" in Yellow letters. Attached below the disc, a Blue scroll edged with a narrow Yellow border and inscribed "TOTAL SUPPORT – TOTAL FORCE" in Yellow letters. **SIGNIFICANCE:** Ultramarine blue and Air Force yellow are the Air Force colors. Blue alludes to the sky, the primary theater of Air Force operations. Yellow refers to the sun and the excellence required of Air Force personnel. The emblem design features three distinct elements: A bridge spanning the disc, represents assistance and the monitoring of careers of wing personnel; a stylized computer symbolizes the mission of the Squadron in tracking and recording military personnel files throughout the entire wing; and, the billowing clouds represent the Air Force and unit mission around the world for total support and total force. (Approved, 12 Jun 2001)



MOTTO

OPERATIONS

The 349th and 60th Force Support Squadrons have always had a strong partnership, but coming March 6, the two units will form a union and join together in a shared location as the Travis Air Force Base Total Force Support Squadron. This transition came about as a directive from Headquarters Air Force, said Maj. Melissa Johnson, the TFSS action officer. "The conditions are right for this really to work at Travis," said Maj. Naomi Henigin, the 60th FSS commander. "This is a very natural progression for us."

Since receiving word that they would be among the latest total force squadrons to launch, the two squadrons worked extensively to develop a transition strategy, complete with a memorandum of agreement and a master training plan, to ensure a seamless move, said Maj. Susan Labrecque, the 349th FSS commander. "This is transformational," Henigin added. "The future of the Air Force is total force—we can't afford to keep doing things the same way." The 349th and 60th FSS already had a great working relationship and had been conducting joint training before they heard about the transition, Henigin said. This integration is important, Labrecque said. On the Reserve side, whenever Airmen are deployed, it takes time to get spun up on regular Air Force processes. "This integration will help cut down on that time," she added. "These are the systems they will be working on when they deploy." Reservists and active duty will learn the other's systems, Henigin continued. "Our plan is for customers to have no idea whether (their) being aided by a reservist or active duty because that's irrelevant," Henigin said. "This will save time for our customers and increase proficiency for our Airmen." The transition will also be helpful for those who find themselves with new co-workers. "It's good for our active-duty Airmen to understand the differences between the statuses of reservists," Henigin said. "It allows for them to be better informed, and can enhance continuum of service for these Airmen if they decide to separate from active duty."

A lot of reservists have been in the force support career fields for a long time, said Johnson. They bring years of experience and knowledge on the systems and processes. There is stability

that comes from having Reserve Airmen embedded with active duty because they create continuity, when there is turn over on the active-duty side. "They are the anchor for a quicker battle rhythm," she added. The commanders expect that the traditional reservist personnel specialists will benefit from jumping into this new environment on annual tour. "I think the vitality of the young Airmen will invigorate the reservists when they come in," Labrecque said. "We expect this to be a huge morale booster." "It's like the first day of school: we're a little nervous, but mostly excited" Henigin said. The commanders wanted to make clear that neither unit would disappear. Squadron identities were not going away and chains of command will stay the same. "We are still the 60th and the 349th," Henigin said. "But, we are the Total Force Support Squadron." Day-to-day operations would be together, and disciplinary actions would be under the prospective chain of command, Labrecque said. The training plan for the move already began a few months ago, when Henigin sent a few 60th FSS members to work at the 349th FSS to get familiar with their processes.

USAF Unit Histories
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Sources

Air Force Historical Research Agency. U.S. Air Force. Maxwell AFB, AL.
The Institute of Heraldry. U.S. Army. Fort Belvoir, VA.