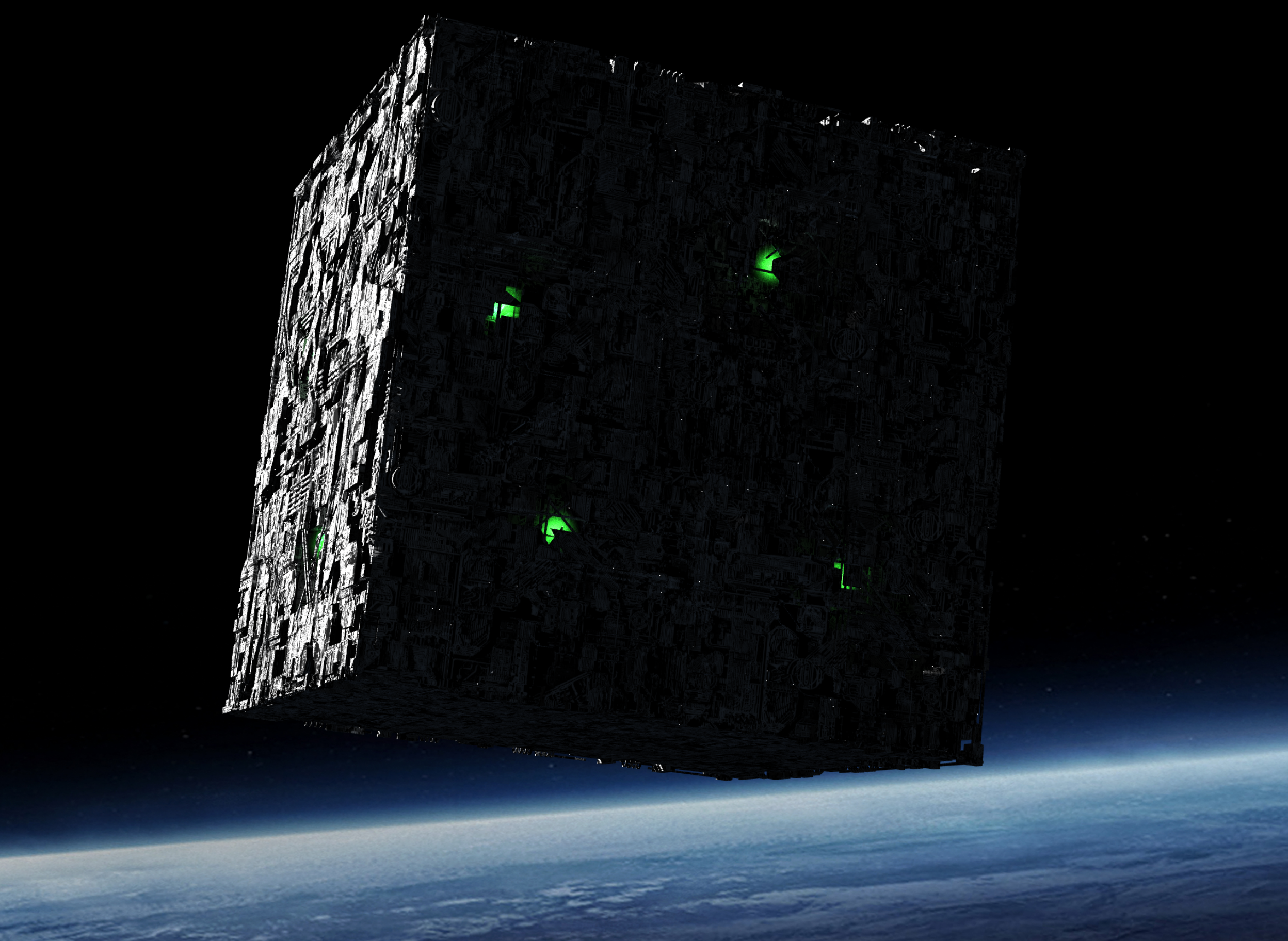


— WE HAVE —
ENGAGED
THE BORG

THE ORAL HISTORY OF
THE BATTLE OF WOLF 359



ANDY POULASTIDES & ERIC V. MUIRHEAD



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**THE ORAL HISTORY OF
THE BATTLE OF WOLF 359**



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TIMELINE

Beginning with New Providence's founding
until the 2396 decommissioning of *USS Hood*

LINEAR COLOR KEY

Galactic Events

USS *Enterprise-D* Events

Borg Incursion

2123

New Providence Colony founded on Jouret IV

PRELUDE

Historical context to Wolf 359

2293

SS Lakul destroyed by energy
ribbon, Starfleet first made
officially aware of 'Borg'

2311

Tomed Incident — Romulans
retreat behind Neutral Zone

2332

Romulans first encounter "Borg"

2343

Galaxy class Development Project launched

2350

"Project Corvidae" authorized
by Starfleet Intelligence

2363

USS Enterprise-D launched

2364

- First encounter with "Q"
- Romulans re-establish contact with
Federation reporting missing colonies

2366

The destruction of New Providence
and the acquisition of Locutus

- Taela Shanathi becomes CINC Starfleet
- Qo-Lan Amitra Sib'xau inaugurated as President

•42761.3

- Q flings 1701-D to J-25, first encounter with Borg
- Admiral Hanson recruits Lt. Cmdr. Shelby to Starfleet Tactical

2365

43997.05

- USS *Lalo* destroyed by Borg
- President briefed about Borg threat

- Crimson Tacit issued, Starfleet recalled to Sol System

- President addresses Federation, "We Must Negotiate" speech

- Hanson and Ross present plan to stop Borg at Wolf 359

- Force of 40 starships assembled and deployed to Wolf 359 system

43975.2

CONTACT LOST WITH NEW PROVIDENCE COLONY

43992.6

- *Enterprise* dispatched to investigate loss of contact with New Providence, Confirm presence of Borg
- USS *Zelensky* joins *Enterprise* over survey of Jouret IV
- *Enterprise* offloads non-essential personnel to Starbase 157

43997.2

- *Enterprise* engages Borg, Picard is hailed directly and ordered to surrender himself
- *Enterprise* flees into Paulson Nebula

43999.8

- *Enterprise* forced to leave Nebula, is engaged by Borg, Picard is taken

44001.4

- *Enterprise* engages Borg ship and attempts to rescue Picard, discovers he has been assimilated
- *Enterprise* fires modified deflector pulse at Borg to no effect, ship is crippled, Borg head towards Earth

44001.6

- USS *Ferrik* diverted to path of Borg cube with information suggesting secret base in Wolf 359, ship is assimilated
- Task force assembles in Wolf 359 System and deploys
- President Amitra and elected officials evacuated to Janus IV

44002.3 • 2367

The Battle of Wolf 359 and Sector 001 Invasion

44002.3

BORG ARRIVE AT WOLF 359

44002.350

- 30 minutes after first contact, all Federation ships are destroyed

Enterprise arrives at Wolf 359 12 hours behind Borg cube

USS *Excalibur* engages Borg to delay ships arrival to Earth

Enterprise engages Borg for third time, is successful in seizing Locutus, Cube resume course for Earth

- Starfleet orders fleet to disperse into Oort cloud and awaits cube's arrival
- Sol Defense League activated
 - Borg ship arrives in Sector 001, destroys SDL Ships

Enterprise arrives in Sol System, attempts to access Borg collective via Locutus

BORG SHIP IS DESTROYED BY INTERNAL CASCADE FAILURE

44012.3

- *Enterprise* ordered to McKinley Station for repairs

2396

USS *Hood* formally decommissioned
at Wolf 359 Memorial Station

2376

- Wolf 359 Memorial Station officially opened
- Remains of ships previously removed from system for evaluation (including *Ahwahee* and *Kaneda*) are returned

2373-75

DOMINION WAR

50058.9

- Min Zife inaugurated as President

50893.5

- Second Borg Incursion

2371

Shanthi Returns as
CINC of Starfleet

2370

- USS *Hood* formally returns to service following extensive reconstruction and testing

47538.5

- USS *Defiant* launched from Antares shipyards

48650.1

- USS *Enterprise* declared total loss following Veridian III mission

2369

KLINGON CIVIL WAR

2368

- Starfleet authorizes deployment of *Straal*-class orbital facility to Wolf 359 to assist with salvage operations
- Shanthi Resigns as C-in-C
- Jaresh-Inyo inaugurated as President

44152.6

- J.L. Picard cleared to return to active service
- *Enterprise* leaves Sol System after six month refit

44038.1

Fleet arrives in Wolf 359 led by USS *Endeavour*

POST-WOLF 359 & ONWARD

Salvage, recovery, and Incursion-related aftermath

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• 740 287 001 001
258 730 021 001
• 963 554 663 663
7X3 0E0 5A2 A32
159 180 143 143
• 147 987 170 010

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ADDITIONAL RELATED MATERIAL REGARDING
THE INVESTIGATION OF THE BORG INCURSION
OF 2366 AND THE BATTLE OF WOLF 359

CHAired BY ADMIRAL (RET) LANCELOT HOLLAND, PMV, CME, SC

HOLLAND COMMISSION MEMBERS

IN COMPLIANCE WITH THE EXECUTIVE ORDER 260623, THE
UNDERSIGNED PRESENT THE REPORT OF THE BORG INCURSION
OF 2366 AND THE BATTLE OF WOLF 359.

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TRILL

BRANDON T. MCCLURE
LUNA

TIMOTHY LEE
EARTH

ADJUNCT REPORT 1

EMERGENCY ALERT SYSTEMS, 2131 – 2367

The use of **ESFAC (EMERGENCY SUBSPACE FEDERATION ALERT CODE)** during the Wolf 359 crisis has raised several questions about the existence of and proliferation of Emergency Alert Systems within Starfleet and United Federation of Planets. As such, the commission has attached this adjunct report outlining the history of and use of previous Emergency Alert Systems (EAS) since the 2140s.

UEDEFCON (2141-2161)

UEDEFCON (UNITED EARTH DEFENCE CONDITION) was an outgrowth of the alert system of the United States of America. It acted as a military-civil defense code across Earth, Luna, and their orbital environs. As such, it provided no coverage to the rest of the solar system or any extrasolar colonies, which were expected to provide their own defensive system in conjunction with Starfleet patrols.

The system was only ever activated on three occasions: immediately after the Xindi Probe attack (2153), during the Terra Prime incident (2154), and during the outbreak of the Earth-Romulan War (2155). Its use in 2155 underlined the problems with the system: without a method of emergency transmission outside of the Sol System, it took several weeks for the furthest colonies to receive news of the conflict.

ADJUNCT REPORT 1, CONT.

FACON (2161-2246)

FACON (FEDERATION ALERT CONDITION) was little more than a large version of UEDEFCON. The joint military-civilian alert system applied to threats to Federation member worlds and any region within the defined boundaries of the Federation Treaty Zone. It was, however, completely dependent on Starfleet's own subspace relay network for transmission – and was not designed to cope with the rate of expansion seen in the century after 2161.

Starfleet Command would move to FACON 3 during the first Orion Police Action (2191) and the Kzinti Crisis of 2211, but otherwise, the FACON system would remain defunct; local alert warnings and readiness protocols superseded a fleet-wide one. The problems with this were made all too apparent during the 2245-46 colonial crisis, where due to poor communication and the lack of Federation-wide alerts, relief efforts were unable to prevent mass loss of life on Tarsus IV, R'Vel, and Darvan V.

FASUS (2246-2276)

FASUS (FEDERAL ALERT SYSTEM — UNITED SERVICES) was a response to the colonial crisis. The refined system operated across all sectors and regions of space, and was the first authorized to override civilian broadcast networks in emergencies. The FASUS alert conditions also gave Starfleet regional commanders power to act without central authorization in times of crisis. FASUS would first be tested during T'Kuvma's War (2256-57). Despite a generally successful mobilization, Starfleet would still perform poorly due to lack of war preparations. These measures would be expanded after 2257.

FASUS would be activated six times:

- Battle of the Binary Stars (FASCON 1)
- First Caleb IV (FASCON 3)
- Acamar (FASCON 2)
- Kobax (FASCON 2)
- E4 Incident (FASCON 2)
- Four Day's War (FASCON 1)

ADJUNCT REPORT 1, CONT.

ESFAC (2276—)

ESFAC (EMERGENCY SUBSPACE ALERT CODE) was developed as a direct reaction to the V'ger Incident (2273) and the failure of Starfleet Command to adequately react to the arrival of the V'ger cloud over Earth. ESFAC was designed to provide an immediate, direct and short warning of the threat type, scale, and authorized response. Developed in part by Admiral Heihachiro Nogura, the system was built around a two-word code system that could be rapidly transmitted across all subspace transmission systems within the Federation. ESFAC could even hijack non-Federation transmitters in a crisis, though this ability has never been used.

ESFAC was designed to be used as a prelude to any FASUS condition downgrade. However, as FASUS fell into disuse after the end of the Klingon Cold War, ESFAC was increasingly used on its own, but even that use was limited. Before Wolf 359 its last use was "PURPLE BRACE" in 2330 on the outbreak of hostilities with the Tzenkethi Empire.

Despite its advantages, ESFAC fell out of usage by the 2330s. The long period of peace and massive expansion of the Federation Treaty Zone had negated the need for a rapid-response emergency system. Sector-wide Yellow and Red Alerts were more practical than a specific emergency status. The rapid expansion of Federation membership also undercut a system designed to prevent repeats of V'ger and the Cetacean Probe Incident. The large, increasingly decentralized UFP viewed an alert code designed to defend the core worlds as an unacceptable act of favoritism. Starfleet, unwilling to test its waning political power, let the system fall into misuse.

2-WORD CODE SYSTEM

FIRST WORD: EMERGENCY TARGET

SECOND WORD: EMERGENCY INSTRUCTIONS

ADJUNCT REPORT 1, CONT.

CODE SYSTEM INDEX

FIRST WORD • COLOR

NAVY • Federation-wide
EMERALD • Romulan Border
GREEN • Orion Sector
SCARLET • Klingon Border
MAUVE • Tholian Region
KHAKI (2330-) • Cardassian Border
CRIMSON • Earth
RED • Mars
AZURE • Andor
COPPER • Vulcan
BROWN • Tellar
PEARL • Alpha Centauri

SECOND WORD • MISC.

BLOCKHOUSE • Begin Preparations
For General Hostilities
RESOLVE • Commencement
of General Hostilities.
BRACE • Enemy Attack Expected
in next 48 Standard Hours
ENERGIZE • Begin Offensive
Into Occupied Territory
TACIT • Emergency
Recall to Location
RESTRAINT • Withdraw
All Forces From Region
BUOYANT • Prepare for
mass casualty event

ESFAC USES

CRIMSON RESTRAINT

Whale Probe Incident

SCARLET BLOCKHOUSE

Khitomer Crisis

EMERALD BRACE

Tomed Incident

PURPLE BRACE

Tzenkethi Offensive

CRIMSON TACIT

Wolf 359

ADJUNCT REPORT 1, CONT.

[illegible]

CRIMSON TACIT

CRIMSON TACIT

CRIMSON TACIT

CRIMSON TACIT

CRIMSON TACIT

ADJUNCT REPORT 1, CONT.

ALL STARFLEET PERSONNEL

X1A.34 • CRIMSON TACIT

THIS IS A QUADRANT WIDE ALERT FOR ALL FEDERATION TERRITORIES. FLEET ADMIRAL SHANTHI HAS DECLARED THREAT CONDITION CRIMSON TACIT. UNKNOWN HOSTILE PRESENCE CONFIRMED IN FEDERATION SPACE HEADING FOR SECTOR 001. EARTH UNDER RISK OF PROBABLE ATTACK.

ALL STARFLEET PERSONNEL IN SOL SYSTEM TO REPORT TO COMMAND AT FIRST AVAILABLE OPPORTUNITY. ALL SHIPS WITHIN FOUR DAYS WARP OF SOL TO PROCEED HERE AT MAXIMUM WARP. ALL OTHER CONSIDERATIONS SECONDARY, ALL OTHER ORDERS RESCINDED. DO NOT ATTEMPT TO APPROACH HOSTILE CRAFT. HEAVY ENEMY RESISTANCE REPORTED. REPEAT. DO NOT ATTEMPT TO APPROACH HOSTILE CRAFT. FURTHER INSTRUCTIONS TO FOLLOW ON CODED CHANNEL SABLE ONE.

SOL-BASED STARFLEET PERSONNEL ARE DIRECTED TO PREPARE SYSTEM UNDER V'GER PROTOCOLS. COMMENCE ANY AND ALL NECESSARY COUNTERMEASURES IN COOPERATION WITH SYSTEM DEFENSE FLEET AND ALLIED FORCES.

ALL STARFLEET PERSONNEL OUTSIDE SOL THEATER ARE DIRECTED TO MUSTER AT PRE-APPOINTED STAGING AREAS AND COMMENCE DEFENSIVE OPERATIONS AT FIRST AVAILABLE OPPORTUNITY.

IN ABSENCE OF FURTHER INSTRUCTION,
INDEPENDENT ACTION IS AUTHORIZED.

ADJUNCT REPORT 2

THE V'GER PROTOCOLS: CONTINUITY OF GOVERNMENT PLANS SINCE 2273

CONTINUITY OF GOVERNMENT

The inquiries of the Holland Commission have highlighted the importance of – and lack of preparation for – the activation and usage of existing continuity of government protocols in the event of a dire emergency. In fact, several members of the commission were not aware that many of the protocols for the continued survival of the United Federation of Planets and Starfleet even existed before the inquiry began. As such, the commission has prepared this document to outline existing plans, codenamed the V'ger Protocols, put in place between 2273 and 2320.

THE V'GER PROTOCOLS

The near destruction of Earth's population by the V'ger cloud in 2273 was the third event in fifteen years that highlighted the lack of continuity of government plans within the United Federation of Planets. While discussions for evacuating the government and admiralty existed in 2257 (and 2267), it was only the complete failure of Earth's defense grid in 2273 that made it all too apparent that the federal capital and government were vulnerable to both a military and post-civilizational attack.

Under the direction of Admiral Nogura, Starfleet Operations began to collate protocols for the evacuation of key civilian and military officials to other locations. At this point, the plans – titled "Survival of Decision-Making Institutions" (SODI) was only one track, based around the rapid evacuation

ADJUNCT REPORT 2, CONT.

of Earth by warp shuttle and fast starship to Babel, where government would be continued using the Babel conference facilities. Starfleet Command would relocate with remaining staff to the Laikan School of Tactics, which had prepared a C2 [Command and Control] facility in its lower levels.

By 2284, a purpose built C2 site had been prepared on Babel (codenamed the "Soval Center"). Other minor facilities were prepared on the other four founding worlds, Delta Vega, and on Starbases 6,14, and 17. Rising tension with the Klingons after the Genesis Incident and the detonation of the first isolytic weapon saw the creation of a secondary facility on Janus VI (codenamed "Mount Seleya").

The Vger protocols, as they were known, were cemented in 2286 into a four-option plan for continuity of government, divided as follows:

SITUATION ONE: "THE KENNEDY OPTION"

The Kennedy Option is based around the successful evacuation of the federal government and Starfleet Command. Generally, surrounding material suggests this plan was the most expected in a general war with the Klingon Empire, in which there would be significant (more than seven days) warning of an attack into the Sol System.

In this situation, the civilian and military government would be evacuated by the United Earth Defence Forces and Starfleet to Babel. The president would most likely declare a state of emergency, with full legislative powers given directly to the Security Council.

Starfleet would also raze the Presidio Complex and other Starfleet facilities from orbit or the ground in order to deny them to the enemy. Orbital facilities (including Earth Spacedock and the San Francisco yards) would be scuttled with photon charges.

ADJUNCT REPORT 2, CONT.

SITUATION TWO: “THE SURAK OPTION”

The Surak Option is based around the reaction to a lightning strike against Earth in which Earth and Sol System is captured without enough warning to evacuate the government.

In this case, representatives of the four founding members are to send new representatives to Babel to form a new Security Council, along with the highest-ranking member of the federal cabinet, who will serve as the new president until the crisis passes. All elections and political activity are also suspended until the crisis passes, or earlier if the council deems it necessary.

The highest ranking member of Starfleet, along with assembled staff members, is ordered to proceed to Janus VI and resume operations from there. Seniority will go to the leadership of KLICOM and remaining members of the Admiralty Board. It remains unclear as to whether or not the Surak Option would have required Starfleet to destroy planetary targets without the prior evacuation of civilians, but the tone of Admiral Nogura’s writing suggests that the priority remains the denial of any strategic assets to the enemy.

SITUATION THREE: “THE XINDI OPTION”

The Xindi Option is considered the most likely option, especially during the 2280s; in fact, its protocols were activated during the Cetacean Probe Crisis.

It is based around the unsuccessful or incomplete evacuation of Earth in a situation where the senior leadership of the UFP and Starfleet are captured or killed, but the threat is self-contained to Earth itself. Generally, the notes around this plan between 2280 and 2305 suggest that this was intended as a preparation for natural disaster, xenonatural incursion, or terrorist attack.

In this case, the evacuated elements of the government are immediately moved to Mariner City on Mars on an interim basis to coordinate relief efforts on Earth. After the moment of crisis passes, the surviving or provisional Security Council will vote on moving to another member world or staying on Mars.

The Xindi Option, despite being the only ever put in action before 2367, is vague; mainly because (exempting the Cetacean Probe) no one really expected it to be relevant. Even when it was activated in 2285, most of the planning was made defunct by the Probe’s paralysis of every starship within the system.

ADJUNCT REPORT 2, CONT.

SITUATION FOUR: “THE DEGAULLE OPTION”

The DeGaulle Option is the least well detailed and explored – namely because the circumstances of its use are so limited. It supposes plans for a partial or complete evacuation of government and military leadership from earth, but in a situation where the remaining UFP is on the verge of collapse or conquest. It outlines the plans for the creation of either a) a “Federal Redoubt” in the region of the Vega Colony or b) the evacuation of the UFP Treaty Zone entirely to a friendly government outside of the combat zone. What the preferred place of exile was remains nebulous: records from the late 2280s suggest Bajor, Benzar (before their accession to the UFP), or even the Cardassian Republic.

This option seems to be the one taken least seriously by the civilian and military leadership. Generally, the viewpoint was that in any general interspace war, the UFP would continue to fight until it is physically unable to do so. As such, any situation in which earth fell and the Federation was captured would be one in which the survival of the existing government was unlikely.

While some elements were expected to survive – either in the form of deep space “vessels of national survival” or foreign embassies – the total survival of an evacuated government in the ilk of the “Free Polish” or “Free French” governments of the 20th century world wars was considered near-impossible.

STATE OF V’GER PROTOCOLS IN THE 24TH CENTURY

With the signing of the First Khitomer Accords and the Treaty of Algeron, the need for continuity of government protocols almost entirely disappeared after the end of the 2310s. The massive expansion of the UFP and the general lack of peer-level opponents made the possibility of an attack on the Federation almost inconceivable.

Gradually, and then rapidly, the large array of facilities and protocols that existed in 2293 were wound down. The Janus VI complex was sealed off and used as a data collation center; the Soval Center on Babel was converted first into extra accommodation, and then into a museum. The exact location of some of the facilities on Delta Vega, Terra Nova, and other worlds was lost.

With the experience of the Borg crisis, this commission recommends that continuity of government protocols be immediately re-assessed for the dangers of the 24th century, whether they come from the Alpha, Beta, Gamma, or Delta Quadrant.

ADJUNCT REPORT 3

RELATIONSHIP BETWEEN STARFLEET INTELLIGENCE AND STARFLEET COMMAND, 2293-2367

The dysfunctionality of the relationship between the intelligence services and Starfleet Command has been a startling revelation of this commission. As such, the commission has attached this adjunct summary of the deterioration of interservice relations to explain the historical situation.

The Holland Commission would like to thank Professor El'rik Zh'uhead of the Starfleet Academy Department of History and Dr. Li Tamara of the Grankite School of Tactics for their contributions to this report.

THE DECLINE OF STARFLEET INTELLIGENCE

History considers 2287 to be the apex of Starfleet Intelligence [SI]. This was the year where it managed to both analyze the Klingon isolytic weapon before the imperial government did, and successfully extract three Romulan defectors without the knowledge of the Tal Shiar. Neither of these activities would have been possible without the strong interservice relationship between SI and Starfleet Command. This relationship, painstakingly built since the First Battle of Caleb IV (2259), allowed for Starfleet to operate with the most accurate tactical and strategic intelligence analysis in the quadrant. However, by 2320, that relationship was essentially nonexistent: SI's reputation for quick, comprehensive and well-sourced information was in tatters, and its operatives and leadership across the Federation fractured.

Starfleet Intelligence's decline is often blamed entirely on the organization. While it escaped the blame during the Khitomer

ADJUNCT REPORT 3, CONT.

Conspiracy (which instead fell on the chief of Starfleet Operations), it had no choice but to take responsibility for the Tomed Incident. The intelligence blunder there by the Romulus office was entirely unavoidable, caused almost entirely by a single agent's misjudgement of the veracity of a very reliable, but deeply unpalatable source. It was a testament to the organization's own hubris: that its thousands of analysts, data banks and algorithms knew better than a connected individual with a less than respectful career choice.

Tomed was followed by a landslide of equally costly disasters: the Tavar Snatch (2319), the Tzenkethi Succession Crisis (2322), and the Tong Beak Incident (2326). All of these flashpoints did not paint SI in a good light, whether it be the surprise capture of an entire spy ring at Tavar or the misidentification of a Cardassian order at Tong Beak. By the late 2320s, Starfleet Command no longer viewed SI as a highly reputable source. Many regional commanders were resorting to the early 23rd century practice of relying on local scouts and informants over the centralized intel reports. Starfleet Intelligence was also failing to draw on the high quality of officers it relied upon in the 2280s, '90s, and 2300s. The ambitious academy graduate sought a frontier career over a desk job in the bowels of the presidio.

Starfleet Command and the civilian government, however, cannot escape blame. It was the admiralty – under Presidents Kiiwean and Sulu – that broke up the central sector and regional command staff, along with the intelligence attachés. The decision to essentially destroy nearly 80 years of institutional knowledge for political purposes had a massive impact on the interservice relationship. In many ways, it made sense: Starfleet Intelligence had been built up and shaped to oppose Klingon Imperial Intelligence, the Ministry of Internal Security, and the Romulan Tal Shiar. By the inauguration of President Sulu, Imperial Intelligence and MIS no longer existed, and the Tal Shiar had (ostensibly) disappeared behind the Neutral Zone. With no foes, there seemed no need for a massive intelligence network. Furthermore, the leadership of SI was increasingly considered a political liability: obsessed with perceived, shadowy threats at a time when the UFP was the only superpower in the known galaxy.

By the 2330s, outside of some frontline ops and the infrequent meetings of senior admirals, there was no direct contact between mid-level leaders in the fleet and SI. Where there was contact, it was shrouded in suspicion.

ADJUNCT REPORT 3, CONT.

Frontline officers believed that SI was full of paranoid, reactionary spooks; SI officers thought that frontline commanders were idealistic idiots. The distrust only continued to cost lives. Most notably, intelligence on the Cardassian Fifth Order's intention to attack and destroy the Federation colony on Setlik would not be passed up the chain of command. Only one vessel, USS *Rutledge*, would be in range to respond – instead of the six that could have been redirected if the report had been passed on to sector command.

The debacle only confirmed the view that SI was no longer an effective information gathering force. In many senses, SI already believed that it no longer had a role as part of an integrated intelligence organization. Instead, it was one of many complimentary (but, effectively, competitive) intelligence groups with the UFP – having to tussle with the Vulcan Security Force, the Andorian Department of Information, and the Regulan Defence Forces for funding, sources, and operational backing.

Even internally, SI was foundered by rivalries. By the 2350s, it had functionally returned to the parochial intelligence kingdoms of the 2240s. The removal of Signals Intelligence and Transmission [SIGNIT] to Starfleet Operations in 2351 saw SI lose its remaining functional department to another branch of the service, only exacerbating the rot. When the Bluegill infiltration was exposed, SI discovered that Beta Quadrant office and its internal affairs department both had separate files on the parasites – neither of which were cross-referenced or linked. When interviewed by this commission, Starfleet Intelligence leadership admitted that they only discovered the extent and resources of project Corvidae during the Wolf 359 crisis: 18 years after it began.

Starfleet Command must, however, shoulder the blame for the collapse of Starfleet Intelligence. The disbanding of its staff, compartmentalization of its officers away from decision-making bodies, and the deliberate measures taken to attract highly-skilled personnel away from intelligence work only exacerbated and cemented existing dysfunctionality. There are, of course, political explanations – the commission is aware of the difficulties of maintaining institutions that are traditionally associated with authoritarianism and oppression within the United Federation of Planets – but these are not excuses. Starfleet's failure to maintain an integrated intelligence network almost certainly contributed to a situation where information relating to the Borg was either not passed up the chain of command, or ignored by leaders who no longer valued the work of their own intelligence organization.

ADJUNCT REPORT 4

FEDERATION-CARDASSIAN RELATIONS, 2250–2367

Formal first contact between the United Federation of Planets and Cardassia would occur in 2250, when the Cardassian warship *Rutar* encountered the *USS Madiba* during a rescue operation. Intelligence records, however, suggest habitual and unofficial contact dating back to the foundation of the Federation, mainly through political refugees and merchants on Orion and Barolia.

At the time of contact, Cardassia was governed by a tripartite republic, with power shared between the military, judiciary, and civilian government (the Detapa Council). While the government had some xenonationalist tendencies, it was democratic enough to be considered a friendly neutral throughout most of the Klingon Cold War, though with some reservations. Distance from the Federation core, along with the direction of prevailing subspace currents, made communication and trade difficult. As such, contact was limited across most of the 23rd century.

Warp dynamic breakthroughs, combined with the détente after the Khitomer Accords, allowed the Federation to begin expansion into the Alpha Quadrant, bringing UFP and Cardassian interests into contact for the first time. This coincided with the rise of the military junta – known as the Central Command – to power on Cardassia, which displaced the civilian government in favor of the armed forces and the Obsidian Order, the security apparatus of the Cardassian state. The new junta began to aggressively expand the Cardassian Union, invading several neutral worlds – most notably occupying the Bajor System and subjecting its population to brutal military rule. The Cardassian ideology of authoritarian fascism was opposed to any political agreement with the Federation, and despite several attempts at negotiations in the 2320s and 30s, no convention was ever reached. Instead, the Central

ADJUNCT REPORT 4, CONT.

Command chose war, attacked Federation colonies along their border, and seized territory to feed their military machine and support their population.

The Cardassian Border Wars (2330s-2367) remain the longest conflict of the 24th century. They were characterized by violent border raids, planetary offensives, and surprise attacks by the Cardassian military, which hoped to take advantage of local superiority and strategic initiative to inflict untenable blows on the Federation's will to fight. Starfleet Command's ability to respond to the Cardassian was limited by a lack of modern ships and an operational tempo that prevented force concentration and active counteroperations.

The arrival of the New Orleans, Nebula, and ultimately Galaxy-class vessels in the late 2350s and early 2360s would give Starfleet the edge over the Central Command's aging fleet of *Galor*-type cruisers. A conclusive ceasefire would be declared on 44861.5, though unauthorized actions by Captain Maxwell and several authorized operations by the Cardassian Central Command have undermined the ongoing peace conference on Parliament, the planet authorized to host negotiations.

Current proceedings on Parliament point towards a final treaty within the next 18 months, which will almost certainly include territorial exchanges, the dismantling of various military outposts, and the creation of a demilitarized zone. Starfleet Intelligence reports also suggest that a withdrawal from Bajor is almost certain to occur by the end of Earth year 2369.

ADJUNCT REPORT 5

PROJECT CORVIDAE

Project Corvidae (2350-2364) was a level 5 classified Starfleet Intelligence opProject Corvidae (2350-2363) was a level five classified Starfleet Intelligence operation, aimed at providing over-the-horizon information, analysis, and crucially warning on the movements and intentions of “Unknown Hostile C” – later identified as the Borg.¹

Corvidae was based around three underlying concerns. At its heart were long-lasting concerns about threats from the far side of Romulan space, based on the assumption that Romulan expansion was being limited by a threat similar to the “Kinshaya” that limited Klingon expansion into the Beta Quadrant. Starfleet Intelligence – aware of exploratory command’s intentions to push deep space missions beyond the Typhon and Shackleton Expanses – was worried about the dangers that would befall a vessel moving into the Beta/Delta Quadrant border regions.

Secondly, existing rumors back to the late 21st/early 22nd century pointed towards the existence of *something* out beyond the Romulan Star Empire that was beyond description, and beyond the capabilities of most warp-capable powers to contend with. The rumors had three consistencies. The “beings” were 1) technological in nature 2) not an organized government 3) completely uninterested in any dialogue beyond surrender. The arrival of El-Aurian refugees from that region in the 2290s and 2300s further confirmed that suspicion; many of their accounts would be vital in plotting the routes of Corvidae vessels.

Thirdly, Starfleet Intelligence was able to confirm that significant Romulan assets were being moved deeper into the Beta Quadrant, outside of Federation telescope range. The fact that many of these vessels did not return was even more troubling. If Starfleet – and the Federation – were to expand into the Beta Quadrant and eventually explore the Delta Quadrant, it would need to know what it was facing –

1 “Unknown Hostile A” was the Tholian Assembly; UHB was the Tzenkethi Imperium.

ADJUNCT REPORT 5, CONT.

to avoid stumbling to a threat in the same manner it had with the Romulans and Klingons in the 23rd and 24th centuries.

Corvidae was a targeted intelligence operation designed to look like a sporadic civilian exploratory mission. Its ships, manned in many cases by scientists who had no knowledge of the possible danger they were in, were given "computer-identified" courses along with briefs on the technologic scale of the Borg based on unconfirmed El-Aurian reports. None of these reports, however, mentioned assimilation at all – or even the nature of Borg collective mentality, or even what their ships looked like. All this information would be collected by the nearly three dozen Corvidae vessels, sent out through the Ron'Govia Gap, and through various subspace currents into the Delta Quadrant. They had orders to conduct direct, close, and precise studies at the micro and macro level: from fleet movements down to biological development. No assessment of danger was given to the Corvidae volunteers.

Corvidae was never approved by Starfleet Command or the president's office, and would only be discovered in 2366 – three years after it was closed down. Despite the scale of the project, almost no substantial intelligence was recovered by SI. Only one vessel, SS *Piapiac*, would ever be seen again. She was recovered by the KDF and returned to the UFP. Internal study suggests that she was boarded by the Romulans.

Closed hearings of the commission on Project Corvidae
have been classified under Article 14, Section 31.

VOYAGER INQUIRY

DEPARTMENT OF TEMPORAL INVESTIGATIONS REPORT ON BORG INCURSIONS, 2063/2152 (SD 55694.4)

Recent depositions from the crew of *USS Voyager*, combined with the debrief of the *USS Enterprise* (1701-E) command personnel after the battle of Sector 001, have allowed the Department of Temporal Investigations to finalize its assessment of Borg involvement in pre-Federation history, and their temporal capabilities.

USS Voyager's encounters with the Borg and their "queens" confirms that the queen species – internally referred to in the collective as "Species 125" – have some form of temporal resonance or awareness, like that of *EI-Aurians*. This attunes them to temporal changes and interference, and also allows them to find the best points in time – past and future – to alter for their own gain. It is unknown where or how the Borg acquired the technology to create temporal rifts, but the deposition of xB Annika Hansen (adopted name "Seven of Nine") suggests that it may be related to their transwarp tunnel network. Further interviews with xBs conducted during and after Operation House Call support this statement, along with the view that the Borg collective was generally "attuned to any interference with history."

It appears that the temporal incursion initiated by the Borg from 2371 to 2063 was not the primary intention of their invasion, but an auxiliary plan by that queen to ensure the complete survival of the collective. Jean-Luc Picard's testimony confirms that long-standing records of a "cyborg attack" on Dr. Zefram Cochrane's launch Center (dismissed as rumor and myth for centuries) were correct, and that Dr. Lily Sloane did, in fact, encounter the Borg on a "supership from the future" (*USS Enterprise-E*).

VOYAGER INQUIRY, CONT.

While Picard believed that the Borg were destroyed entirely in that encounter, further ultra-secret reports from the Amundsen Foundation and the private records of Dr. Phlox of Denobula confirm that the “cybernetic kidnappers” encountered by NX-01 (*Enterprise*) in 2152 were almost certainly surviving Borg from 2063. It is possible that the Borg cube encountered at J-25 was responding to a call from aid transmitted from Earth in 2152.

As such, this Borg temporal incursion represents the most significant bootstrap paradox encountered by the DTI since its inception in 2267. It is, however, a closed loop: so long as the reports from Starfleet Intelligence, Ohinaka III and *Voyager* on the total collapse of the transwarp network are true. As far as the DTI can assess, Borg time travel is dependent on access to transwarp conduit technology. As long as the collective is disconnected from the network, further incursions by the Borg are unlikely – if not impossible. It is also unclear as to whether other unconfirmed or poorly documented encounters with cybernetic species, such as Kirk’s “doomsday machine” or the so called “Andromeda Androids,” were, in fact, Borg incursions.

BIOGRAPHIES

J.P. HANSON (2293–2367)

CAREER

VICE ADMIRAL (2361–67)

Chief of Starfleet Tactical

NAVIGATION OFFICER (2332–36)

USS Gabriel Lorca

VICE ADMIRAL (2353–61)

Commander in Chief, Sector 163

LIEUTENANT COMMANDER (2328–32)

Aide to Admiral Thelin

REAR ADMIRAL (2348–53)

C-in-C Starbase 154

LIEUTENANT (2321–28)

Starfleet Academy Command School

CAPTAIN (2345–2348)

USS Qingdao

LIEUTENANT (2321)

Strategic Planning Office

CAPTAIN (2340–44)

USS Lutleth

LIEUTENANT (2314–21)

USS Enterprise-B

FIRST OFFICER (2336–40)

USS Ojibwe

ENSIGN (2311–14)

USS Enterprise-B

John Patrick Hanson was, in many days, the last rear-guard of the Shukar era. Born in 2293, six months after the Khitomer Accords were signed, he entered Starfleet as part of the last generation of “turtlenecks” – the military-minded generation of officers educated to fight the Imperial Klingon Navy and the Romulan Stellar Fleet. Hanson did not come from a naval family – his mothers had been senior brokers in a New Armstrong

BIOGRAPHIES • HANSON, CONT.

insurance firm – but, to quote Hanson, he had “true space legs.” He reveled in his experience at the academy, earning a reputation amongst his peers as a martinet: a reputation he spent the rest of his career shaking off.

Hanson’s first posting out of the academy was the USS *Enterprise-B*. Six weeks afterwards, he manned her forward phaser control room during the Tomed Incident, the last combat with a peer foe by Starfleet until the Battle of Wolf 359. That experience – of helplessness against an enemy capable of doing real damage to his ship, his friends, and his nation – shaped him for the next 50 years.

Hanson would leave *Enterprise-B* as a lieutenant in 2321. After a short time at the Strategic Planning Office (Whitehall), he took a teaching position at Starfleet Academy with the tactical school. It was during this time that he first met Jean-Luc Picard. Making his acquaintance after an academy marathon, they would form a lasting friendship. Hanson would leave the academy in 2328 for a staff position across the water at the Presidio as senior aide de camp to Admiral Thelian.

Thelian – a pro-exploration figure, despite his pacifist views – took the defensive arm of Starfleet seriously, and engendered the importance of a well-ordered fleet into Hanson at a time when it was more fashionable to write off tactical training as “Cartwrightism.” 2332 saw a posting as second officer on the USS *Lorca*, where Hanson came into conflict with its science-oriented command staff, who viewed him as an outsider and a jingoist.

Hanson had a good reputation as a starship captain, one aided by two reasonably successful tours along the Cardassian and Tzenkethi borders at the height of the border conflicts. Hanson’s belief in “joint operations” made his patrol tactics more effective, while cementing the view amongst his enemies that he was a “frigate leader” – a moniker closely associated with the disgraced militarists of the 23rd century. His command skill could not be ignored though, and command were eager to promote him to flag rank.

However, Rear Admiral Hanson proved to be even more of a headache for Starfleet Command, who had not expected his defensive stance to follow him

BIOGRAPHIES • HANSON, CONT.

into senior positions. Starbase and then sector commander along part of the Cardassian border, his attempts to form a consistent rapid reaction force were repeatedly shut down by his superiors. His relationship with them was almost wrecked entirely during the Stargazer Inquiry, where his defense of Jean-Luc Picard nearly cost both of them the chance for future promotion. Having survived the politics of the tribunal, Hanson would finish his tour on the frontier and move (at his request) to Starfleet Tactical.

Hanson was shocked to discover the department that had once monopolized three facilities across Earth reduced to eight staff and a “broom cupboard” in the Presidio. He would fight an uphill battle across the early 2360s for more resources, staff, and a say in policymaking. All three would only be granted in the aftermath of the J-25 Incident, the lasting effects of this rapid re-expansion of Starfleet Tactical would not be felt until long after Hanson’s death at Wolf 359.

Admiral Hanson was the last of a generation of officers who held the tactical role of Starfleet on par with its exploratory one. He was not a visionary, however his tactical blunders during 359 itself underlined the inadequacy of even his combat experience and training. Still, he was right to understand that Starfleet was dangerously undercutting its military role. His words and warnings would be vindicated in the decade after his death.

BIOGRAPHIES, CONT.

TEBOK I'UMASHA TR'VALUSS

CAREER (GENERALLY SHROUDED IN UNCLEAR SOURCES)

ADMIRAL (2376-79)

Second Strike Group

FLEET SUB-COMMANDER (2365-72)

Second Strike Fleet

CHIEF OF GENERAL STAFF (2375-76)

Imperial Expeditionary Force

CAPTAIN (235?-65)

Susse-thrai

Like most Romulan leaders, the life of Tebok – captain, fleet commander, and later admiral – is shrouded in the dual mysteries of Romulan civil society and the collapse of the political order after the Hobus Supernova. What is known suggests that Tebok was the archetypal officer of the late Romulan Empire: devoted to the Romulan way of life, and to the duty he had to the Star Navy. Sometimes called a “senator’s commander,” Tebok’s career was never shaped by his own political ambitions – at least, not overtly.

His career before the 2350s is relatively unknown. He was a graduate of the Calderah Military Academy and received decorations for service in the Norkan Campaign and the Ni-Vanus Operation. Several documents from the 2360s and ’70s – both supportive and derogatory – suggest that he acquitted himself well under the command of Admiral Jarok, though whether the two were close is unknown. The fact that Tebok’s career was unaffected by Jarok’s defection suggests that the two were not as close as the former’s detractors argued.

His service in the mid-2350s seems to have taken him to the outer reaches of the Beta Quadrant, where the Romulan frontier expeditions contacted the furthest out Borg vessels. It is unclear whether he received his command at this point, but declassified intelligence reports suggest that by 2360, Tebok had been the commanding officer of the *Susse-thrai* for a substantial amount of time.

In 2364, he was out of favor – most likely due to his opposition to Romulan plans to seize Klingon territory in the region of Mar-Tal – and was assigned to trace a Borg sphere through the Neutral Zone. During this mission, the *Susse-*

BIOGRAPHIES • TEBOK, CONT.

thrai encountered the USS *Enterprise*-D. On his own authority, Tebok initiated communications – opening the first conversation between the Federation and Romulans since the Tomed Incident.

His bluff with the *Enterprise* seems to have paid off for his career. By 2367, he was a fleet sub-commander (equivalent to a fleet captain or commodore) with the Second Strike Fleet. When the New Providence colony was attacked, Tebok and his flag squadron would track the Borg cube and *Enterprise* and then across the border on the orders of the Romulan High Command. Aboard the *Susse-thrai*, Tebok would witness the tragic events of the battle of Wolf 359 from his flag deck, cloaked on the strict orders of the Romulan Senate. His experience, however, did give him the hook he needed to return to political favor: the data around the failed solar probe detonated by Admiral Ross.

Tebok would successfully make the case for stellar weapons of mass destruction to the Romulan Senate, who jumped at the opportunity to develop a weapon to outmatch the Federation and the Klingons. While the “sun-bending” project would be taken over by elements in the Tal Shiar, it would mark Tebok’s ascent to political power: a rise that only quickened after his opposition to the doomed mission to the Founders’ home world.

When war came with the Dominion in 2375, Tebok found himself as the chief of staff to the Imperial Expeditionary Force, and would work alongside Ross, Jellico, and others to bring the full weight of the Romulan military machine against Cardassia during the final months of the war. As commander of Second Strike Group post-war, Tebok would form part of the brief but infamous Romulan Army of Occupation before its withdrawal in 2377. His opposition to the withdrawal would see him pushed to the side lines of the spiraling political crisis of the late Romulan Empire. His deft handling of the Qando Dup Rebellion spared him from the purges of the Shinzon regime, but his ambivalence towards the Reman – and his refusal to back Commander Donatra’s counter-coup – left him out in the cold after Shinzon’s death. Tebok was retired by the Senate with great ceremony, but with a warning to stay out of political life.

Tebok would leave Romulus in 2383 for a villa on the colony world of Anvus. His retirement – and the writing of his memoirs – would be interrupted by the Hobus Supernova and the massive evacuation of the imperial core. He now lives on Nimbus III.

BIOGRAPHIES, CONT.

JEAN-LUC PICARD
(2305—)

CAREER

REAR ADMIRAL (2382–85)

Deputy Chief of
Starfleet Operations

CAPTAIN (2372–81)

USS Enterprise-E

CAPTAIN (2364–2371)

USS Enterprise-D

CAPTAIN (2362–63)

Liasion to the Federation
Diplomatic Corps

CAPTAIN (2359–61)

Aide to the Starfleet
Liasion to the President

CAPTAIN (2333–55)

USS Stargazer

FIRST OFFICER (2333)

USS Stargazer

LIEUTENANT (2329–33)

USS Ignatius Sancho

ENSIGN (2328–29)

USS Reliant

Jean-Luc Picard is, in many ways, the consummate Starfleet officer. In other words, his career was as unusual and unique as James T. Kirk's. The child of a family of traditionalists, Picard eschewed his family's generational winemaking for a career in Starfleet. Although he failed to gain entry on his first attempt, Picard succeeded in his second attempt in 2323. He subsequently became one of the most outstanding cadets in his class. A skilled archaeologist and sportsman, Picard was also well-known throughout his class year for being a playboy and somewhat infrequent troublemaker: he was almost removed from the academy after an incident his senior year.

Picard's career almost ended only six months after he graduated when he was stabbed through the heart by a Naussican in a bar brawl. While he recovered, the near-death experience appears to have brought focus to his

BIOGRAPHIES • PICARD, CONT.

life, which allowed him to soar through the ranks aboard USS *Reliant*, *Ignatius Sancho*, and *Stargazer*. In 2333, Picard assumed command of the latter vessel when the captain was killed on the bridge. Starfleet awarded Picard a promotion to the post of captain, making him one of the youngest officers ever to attain the position. He would remain captain of the *Stargazer* for over 20 years, building up a reputation as a reliable officer and talented diplomat on the frontier.

In 2355, the *Stargazer* was seriously damaged in a battle with an unknown enemy vessel, later discovered to be a Ferengi ship. Picard managed to destroy the enemy vessel using the *Stargazer's* warp engines in a unique tactical maneuver (later named the “Picard Maneuver”) but was forced to abandon the *Stargazer* aboard a shuttlecraft, where he and the other survivors traveled for weeks through deep space before being picked up by passing Federation starship.

The loss of *Stargazer* was not received well by Starfleet, and Picard's court martial was a tenuous and close-run affair. He was acquitted, however, and assigned to the chief of staff's office as a temporary aide in the interim while a new ship was found for him. Bureaucracy turned weeks into months. Disillusioned with Starfleet after the trial, Picard took a leave of absence and departed for the University of Alpha Centauri, where he completed a Doctorate in Archaeology and several independent excursions. He returned to the service as part of the Starfleet Liaison Office in the Palais de Concorde.

Very little of his time on their staff was spent in Paris; most involved work across the quadrant, where he would meet many of his future friends and shipmates. This work also continued during his brief time at the Diplomatic Office, during which he was earmarked to captain the USS *Enterprise-D*, one of the six *Galaxy*-classes scheduled to launch in the 2360s.

Picard's tenure as captain of the *Enterprise* is universally known: from first contact with the Ferengi, through to the discovery of the Iconian home world, and the Klingon succession crisis, the first three years of his tour were storied with triumphs. The Jouret Incident and the Battle of Wolf 359, however, cast a long and deep shadow over the rest of his career. In many ways, Picard was lucky to escape a discharge (and a prison sentence) for his actions under duress during his time as Locutus as Borg. A cloud would hang over *Enterprise-D* for

BIOGRAPHIES • PICARD, CONT.

the rest of her career, only lifted by the ship's stellar performance during the Maxwell Affair, the Ron'Govia Blockade during the Klingon Civil War, and the Unification Incident.

The loss of the *Enterprise* in 2371 was followed by a small power struggle over whether Picard would be allowed to command *Enterprise-E*, only ended by direct intervention from President Jaresh-Inyo. Picard's captaincy of the 1701-E largely vindicated him in the eyes of the Federation public, through his heroics during the Battle of Sector 001, performance as a field commander during the Gorn Crisis of 2374 and then, later, during the battle against Shinzon in 2379. Picard would be promoted to flag rank in 2382, brought in as Deputy chief of Starfleet Operations as part of a "house clearing move" by the new CINC, Admiral Marget Blackwell. The highlight of his time as an admiral was also his downfall: the Romulan refugee crisis.

Picard – who had a long-lasting interest in the Romulan people since his time on the planet with Ambassador Spock – was the loudest spokesperson for their plight in the run-up to and aftermath of the Hobus Supernova and led the Starfleet preparations for the mass evacuation of their population to safe sectors. The First Contact Day attacks of 2385 devastated both Mars and Federation public opinion: shaken by an attack so close to home, the political will for such a major rescue operation evaporated. Picard's resignation in protest was merely punctuation to the "Annus Miserabilis" that was 2385.

Jean-Luc Picard retired to his family vineyard in LeBarre, France, which hosts a large population of Romulan refugees. He has refused any and all interview requests by major news networks, potential biographers, and the curators of these documents.

BIOGRAPHIES • CONT.

PRESIDENT AMITRA
(2267–2394)

CAREER

POTUFP (2365–69)	PANDRALITE JUNIOR REPRESENTATIVE TO THE UNITED FEDERATION OF PLANETS (2330–44)
SECRETARY FOR DIPLOMATIC AFFAIRS (2361–34)	FEDERAL SECRETARIAT OF INFRASTRUCTURE (2315–25)
HIGH COMMISSIONER FOR COLONIAL AFFAIRS (2354–58)	PANDRIL SECRETARIAT OF INFRASTRUCTURE (2308–15)
COMMISSIONER FOR THE DEPARTMENT OF TRADE (2345–54)	

President Qo-Lan Amitra Sib'xau is one of the most infamous presidents in the Federation's history. Her "We Must Negotiate" speech is probably the worst received speech by any Federation politician, challenged only by Samuel Solomon Qasar's "Nothing to Worry Over" speech after Tarsus IV and Lorna McClaren's "Rittenhouse Address." In many ways, Amitra's presidency and its blinkered focus on "peace at any price" was the apex of the post-Khitomer political hubris she represented, and the pacifist federalism that characterized her career.

Amitra was born on Pandril Silus in 2267, three days after ratification of the Organian Treaty. Her parents were both Starfleet officers and committed

BIOGRAPHIES • AMITRA, CONT.

Charterites. Naturally, she gravitated away from their pro-Starfleet attitudes, joining the Neo-Sevrinites in the 2280s and campaigning against allowing the second wave of Acturan “War Born” into Starfleet Academy in the late 2280s. As a student activist at Berkeley College, she would accuse Admiral Cartwright of being a “Militarist Stooge out for war” – a surprisingly correct accusation that would be vindicated only a year later by the Khitomer Conspiracy. She would be arrested three times during the 2290s for civil disobedience – including gluing herself to Admiral Fukuhara’s shuttle – as part of the “Peace without Strength” movement that opposed the slow rate of drawdown after Khitomer.

Despite her career as a radical troublemaker, Amitra was still considered a perfect candidate for civil service on Pandril. When she came up for the state lottery in 2308, she happily accepted a role in the Secretariat of Infrastructure. Despite rubbing most (if not all) of her colleagues the wrong way, she proved to be extremely hard working, and skilled at bringing the various moving parts of regional, planetary, and Federation-wide bureaucracy together to get a job done. Between 2315 and 2325 she worked for the Federation Secretariat for Infrastructure, where her political dislike of Starfleet was fostered into a professional disregard for them. Starfleet was slow to change, and easy to frighten. It was still obsessed with the problems and concerns of the 23rd century, and (in her view) not ready to move into the new, post-cold war era of peace.

Her antipathy towards Starfleet only grew after she was made the Pandrillan junior representative to the United Federation of Planets. With the ambassador tied up in the council, Amitra was deputized for many of the junior committees, including the Starfleet Oversight Committee. Beyond being a general nuisance to the Sulu and Thelian administrations, Amitra clashed repeatedly with Starfleet over its need for newer starships, leading the charge against first the *Ambassador* and later the inordinately expensive *Galaxy*-class projects.

In 2345, she was appointed by President Ravv Wi as commissioner for the Board of Trade. She excelled here as well, enjoying a position of authority that allowed her to put her theories of “STAR peace” [**peace through universal acceptance of free trade and the STAR. treaty**] to practice. It was also yet another theater for her ongoing battle with Starfleet – one that, with the increasingly pacifist trends of the voting populations, she was winning.

BIOGRAPHIES • AMITRA, CONT.

Despite her strong New Unionist views – especially on Starfleet demilitarization – Amitra would be kept on under President T'Pragh, though she would be promoted sideways into the Colonial Commission. T'Pragh – a pragmatic Vulcan of the highest degree – clashed with Amitra over defense policy, especially on the topic of Cardassian peace. Amitra was vocal about her opposition to continued hostilities with the Union. Despite making enemies with a large collection of the admiralty – and having a less-than-favorable reputation with those colonists who lived along the Cardassian border – Amitra remained popular with the core voters of the Federation. She would serve under a *third* president in 2361, becoming President Ito's diplomatic affairs commissioner. She organized the Parliament Peace Conference of 2364 and began ceasefire negotiations with Cardassia in the same year before launching her presidential campaign.

Amitra would be swept to Paris by her promise of “Peace in the Alpha Quadrant.” Peace with Cardassia would be joined by a total commitment to exploration, and a push for the Klingon Empire to pick up the slack of military duties. Opposed by Starfleet and many of the Thelian Charterites, Amitra's position was popular with an electorate tired of the “forever wars” of the Cardassian, Talarian, and Tzenthenthi borders. That popularity did not translate entirely into logical realpolitik; Amitra misjudged the military strength and resolve of the Cardassian government, as well as their objectives in the peace process.

Then the Borg made all that irrelevant. Amitra – forever suspicious of Starfleet and its litany of super-sentient encounters, whether Organian, Cetacean, or cyborg – refused to take the threat of the Borg seriously until the last moment. Her own poor judgment of the situation would hamstring Starfleet's attempts to react appropriately and stretch the distrustful relationship between civilian government and Starfleet to its absolute limit. Her address to the Federation at the height of the crisis – known as the “We Must Negotiate” speech – was met with horror, confusion, and disgust. This, combined with her refusal to acknowledge her role in the debacle, turned much of the Federation against her.

The failure of the peace process with Cardassia only exacerbated the rout. By the time the election rolled around in 2368, it was expected that Amitra's loss

BIOGRAPHIES • AMITRA, CONT.

would out-do even that of Samuel Solomon Qasar, who had been hounded out of office after Tarsus IV over a century beforehand. Even peace with Cardassia was tainted by the leak of the UI-van Report, which documented Cardassian crimes against sapient life during the Bajoran Occupation. The absolute nadir came on her 101st birthday, when she announced she was running for re-election to a crowd of friends and colleagues. The horrified silence in the room afterwards – along with the quiet, firm words spoken to her by her long-time confidant and chief of staff L’Garrey – confirmed her worst fears. Amitra’s political career was over, and her legacy in tatters.

In many ways, Amitra should be held in better stead by historians and pundits. Her infrastructure policies in the 2340s and 50s were vital in trying the rapidly expanding Federation together, and the initiation of the peace process with Cardassia was a key contributing factor to the eventual withdrawal from Bajor. However, her shrewd judgment and firebrand radicalism – while endearing and useful as a junior representative or cabinet commissioner – would prove too dogmatic for the office of the president and left too many blind spots at the top.

BIOGRAPHIES • CONT.

Taela Shanthi

(2310–)

CAREER

FLEET ADMIRAL (2365–69, 2371–78)

Commander-in-Chief
of Starfleet

ADMIRAL (2361–65)

Chief of Starfleet Operations

VICE ADMIRAL (2356–61)

Commander-in-Chief
of Starbase 54

REAR ADMIRAL (2362–63)

Commanding Officer,
Task Force Shanthi

CAPTAIN (2345–55)

USS Shukar

FIRST OFFICER (2340–43)

USS Leyte Gulf

CONN OFFICER (2337–40)

USS Leyte Gulf

LIEUTENANT (2332–37)

Starfleet Operations

ENSIGN (2331–2332)

USS Kwame Nkrumah

Taela Shanthi defined the mid-24th century as much as she was defined by it. The youngest CINC in Starfleet's history – and second youngest captain by a mere six days – Shanthi's career saw her turn the exploratory fleet of the 2340s and 50s into the well-oiled military machine that won the Dominion War.

Shanthi came from a long Starfleet line: her grandfather had commanded the *USS Tokugawa Ieyasu* at the Second Battle of Caleb IV, while her mother had commanded the *USS Kimberly Scott* on its final tour of the Klingon Neutral Zone in 2305. Her childhood was one of the typical "Starfleet brat," bounced between ship, starbase, and ground facilities across the Tholian border region and the Eminiar Gap. Entering the academy on an accelerated program at 17, she graduated second in her class from the Command School in 2331. After a

BIOGRAPHIES • SHANTHI, CONT.

short term of service on USS *Kwame Nkrumah*, she was transferred to Starfleet Operations and onto Admiral Chekov's intelligence staff. Working with the *Enterprise* veteran in his final period in Starfleet was an important part of Shanthi's formative years. She learned a great deal from Chekov's shrewd judgment and quiet wit – and the way he could run rings around politicians and peers alike.

From 2337 until 2343 she served aboard the USS *Leyte Gulf*, task force leader in the Tzenkethi border war – first as conn officer and then as first officer to Captain Zefram Aaron. Aaron would eventually recommend her for command of the USS *Shukar*, a *New Orleans*-class cruiser operating out of Starbase 152. Shanthi's time as CO of the *Shukar* would see her face off against Tzenkethi, Cardassian, Talarian, and as-yet unidentified Ferengi foes. However, she would never build an acumen as a combat officer like peers such as Ben Maxwell or John Hanson. Instead, Shanthi's acumen as a diplomatic officer – both with new cultures and her own superiors – allowed her to build a reputation as a reliable, trustworthy, and dependable commander. But also as an ambitious one: ready and willing to bend and mold others to her worldview.

Escalations in the Cardassian border conflict would see Shanthi's transfer over to that theater, with a promotion to rear admiral, in charge of a task force aimed at protecting Federation colonies in the coreward regions of the Bajor Sector. While the operation was short, it cemented Shanthi as politically reliable, especially when it came to managing the expectations for defense with the increasingly powerful pacifist "New Unionist" lobby in the Federation Council. Shanthi would be given command of Starbase 54 in 2356, giving her purview over Starfleet operations across the Tholian and Talarian lines of contact. Her negotiations with the assembly were critical to their decision to send a permanent ambassador to Earth in 2358, the first time the Tholians had sent an embassy to a foreign power in their entire history.

Shanthi would return to San Francisco as head of Starfleet Operations on the recommendation of Admiral Aaron. Shanthi, disliking the stuffy and sedentary atmosphere at the Presidio, would spend most of her time at SFO at other facilities – either Utopia Planitia, the Baldwin Centre on Luna, or Starfleet Command Laikan. This preference spared her the horrors of the bluegill parasite invasion that tore apart the senior staff in 2364. Shanthi led the inquiry

BIOGRAPHIES • SHANTHI, CONT.

afterwards, clearing most of the senior staff (but not Starfleet Intelligence, notably) of any wrongdoing. Even so, many of the infected personnel would resign afterwards, including the CINC. On outgoing President Ito's recommendation, Shanthi was put forward as the next commander-in-chief of Starfleet, passing the nomination vote in the council by a two-thirds majority.

Shanthi inherited a new senior staff, but the same semi-dysfunctional fleet – at war with its own mission objectives and its new political master, the radical pacifist Qo-Lan Amitra. Pressure to end the war with Cardassia seemed like the biggest headache, but even that was overcome by the immense and unstoppable threat of the Borg. Shanthi's leadership during the Borg Incursion – hamstrung by political indecisiveness, diabolical intelligence failures, and an implacable, unstoppable foe – proved to be critical to holding Starfleet and the Federation together throughout the disaster. Her leadership afterwards, vindicated by the Holland Commission, would steer Starfleet through the dangers of the Klingon Civil War, the Reunification Crisis, and the Cardassian peace treaty. Exhausted by refitting the fleet (and still feeling responsible for the rapidly spiraling DMZ debacle), Shanthi would resign as CINC in 2368, standing aside for Ruah Brackett.

Shanthi considered leaving Starfleet, but was persuaded by her erstwhile protégé, Rodney Leyton, to stay on. She would take command of Starbase 247 on the fringes of Thallonian space. Leyton's later attempt to overthrow Jaresh-Inyo would shock, but not surprise her, as she had always been suspicious of his disregard for their civilian masters. After the 2372 election, Shanthi would be asked to return as CINC by newly elected President Min Zife. Zife had collaborated with Shanthi during the Tholian negotiations and their mutual respect would prove vital during the heady days to come.

Shanthi's second tenure as CINC would be shaped by the Dominion War. Almost from her first day back in the Presidio, her sole duty was to prepare the UFP for a general interspace conflict of some sort: either the immediate battle with Gowron's Klingon Empire, or the implacable foes in the Gamma Quadrant. Shanthi worked masterfully to ensure that the activation of Starfleet's reserves was completed by the time war was declared, and then to ensure that the political pressures from Zife and the council could be met without jeopardizing the strategic operations of the combined allied fleets. Shanthi would also prove

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crucial in negotiating the Garidian Agreement, suspending the Treaty of Algeron for the duration of hostilities and allowing the Romulan Star Navy to establish forward bases within certain parts of Federation space.

Shanthi avoided becoming embroiled in the trials of post-war reconstruction, instead devoting herself to ensuring that the fleet demobilized responsibly, focusing on the well-being of discharged personnel. She would also begin preparing to hand over the reins to the next generation of leaders: a move that was halted on several occasions by President Zife, who simply did not trust any of the possible candidates with Starfleet at the time. Eventually, in the aftermath of the Ohinaka III Crisis and the “Week of Hell”, Shanthi would persuade Zife to let her stand down. She would nominate Owen Paris – Chief of Starfleet Operations – as her successor, despite Zife’s reservations.

Shanthi retired to Accra, Ghana, where she lives with her wife and husband. She is an emeritus professor at the University of West Africa, where she teaches interstellar political theory.



ANDY POULASTIDES

LONDON, EARTH

Stardate 2023.05.14



I was 10 years old when I heard Commander Riker utter the fateful words “Mr. Worf, fire!”

The music built to a thundering crescendo, the screen went dark as the credits rolled, and then it was over. How could it be over! They could not leave it like that! What would happen to Captain Picard? How would they rescue him? What would happen next!

Living in the UK in the ‘90s before the internet the wait was almost intolerable but finally after what seemed like an eternity Part II aired on BBC 2 at six and for once it was not preempted by the tennis or snooker and *Star Trek* managed to deliver an episode every bit as thrilling as the set up and a satisfying conclusion to the Part I, but I will always remember two moments specifically in that episode.

The first was the shot of the remains of the fleet from Wolf 359. Until then we had never seen more than two starships on screen at any time – the *Hood* or another *Excelsior*-class dropping off this week’s “Badmiral” or a *Miranda*-class ship adrift presenting a mystery for the crew to solve. But here were the remains of dozens of ships. It felt like the entirety of Starfleet must have tried to stop the Borg and as Shelby listed off the names I wondered what of these ships, what of their histories and the crews on them? I desperately wanted to know more.

The second was at the end of the episode. When Picard had returned to the familiar comfort of the ready room with a cup of Earl Gray, Riker and Shelby had smiled and left but there was this moment where Picard couldn’t sit down to enjoy his tea, and went to stare out of the window. This simple moment suggested that he had been changed by the events of this episode and after this he would never be the same again.

"The Best of Both Worlds" and Wolf 359 maintained a hold on my imagination ever since. We caught a glimpse of the battle in the pilot episode of *Deep Space Nine*, and in *Voyager* there were hints and suggestions about former Borg who had been present at the battle but it was always left largely to our imagination what had happened, and while *Deep Space Nine* showed us many spectacular battles over its run, and *Voyager* had many episodes with the Borg, they were never as compelling or impactful as the sight of those broken starships passing the *Enterprise-D* as it chased after the Borg and its erstwhile captain.

In the following years, with the arrival of the internet, I found many others who shared my love of *Star Trek* and spaceships. I found communities and fans who would happily discuss the minutiae of starships and I discovered that people could write their own *Star Trek* stories. This was something of a revelation to me, but it wasn't something I felt I could do. "I'm not a writer" I would confidently tell myself and I would go back to thinking about Wolf 359 and wondering what it would have been like.

It was about 30 years after I had first watched "Best of Both Worlds" when I met Eric and I realized here was someone who shared my interest and passion for storytelling and *Star Trek*. This was at the height of Covid and discussing *Star Trek* with Eric, and hearing his enthusiasm for my ideas, and desire to see the project realized finally gave me the drive to put pen to paper and start mapping out the ideas that had been swirling around my head for the past three decades. In this book, we were able to draw together 60 years of *Star Trek* history and breathe life into events and characters – some new, some familiar – and to borrow their voices to help to tell their story.

I could not have done this alone. Besides Eric, I would like to thank Annie for her patience in proofreading with my aversion to the Oxford comma, Hye for his spectacular page design and bringing the book to life as well as valuable insights into the xBs, and many others who have offered their support to this project. But most importantly to my wife Amber, who was my biggest cheerleader, and whom I made cry on the Tube several times when she was reading early drafts. I choose to believe because of their emotional impact, not my butchering of the English language.

In closing, I will leave you with the words from another great sci-fi series:

"We are all stories in the end, just make it a good one, eh?"

ERIC V. MUIRHEAD

EL PASO, EARTH

Stardate 2023.03.19



This work seems destined to coincide with real-world military memory. Andy Poulastides and I began what would become *We Have Engaged the Borg* the same week Kabul fell to the Taliban after nearly 20 years of war. Today, as I write these words, it happens to be the 20th anniversary of the start of the Iraq War. These times of reflection shaped the words in this volume more than I can fully articulate in this short note.

When Andy first approached me about helping him write an oral history of the Battle of Wolf 359, I was finishing my tour as an assistant professor of history at the United States Military Academy at West Point. We found each other through our mutual friend, Claude Berube, another history professor at my rival school, the United States Naval Academy (obligatory “Go Army, Beat Navy!” Sorry, Claude). I had recently presented at NavyCon, an online science fiction conference dedicated to discussing contemporary military issues through the lens of sci-fi. My presentation was on the efficiency of the Klingon Defense Force’s expeditionary model vis-à-vis Starfleet’s obsession with large, luxurious capital ships. Andy and I hit it off immediately. He also knew that I had written a series of short stories featuring the experiences of a Starfleet crew occupying Cardassia after the Dominion War, and asked me if I would like to become involved in his Wolf 359 history project. I enthusiastically accepted.

I’ve been a *Star Trek* fan for as long as I can remember. *The Next Generation* and *Deep Space Nine* were two major reasons why I considered a military career after college. I yearned for a life of meaning, dreamed of finding new family around the world, and wanted to serve as 9/11 had profoundly impacted me just a few years before.

Now, a decade and a half later, I can say that I have found all those things – just not in the way I initially expected. I’ve traveled the globe multiple times.

I've stood on the Silk Road in the middle of Afghanistan between two forts built by Alexander the Great. I've stared across the Demilitarized Zone into North Korea (multiple times). I've worked with allies from six different continents and dozens of countries: each with their own distinct cultures, languages, and religions. I've experienced war and peace. I've been a student, and after being inspired by truly great mentors, chose to become a teacher.

Through it all, *Star Trek* was there. From watching episodes of *Deep Space Nine* in Ghazni Province in the precious few hours between shifts in the command post, to writing my own *Trek*-inspired works to help deal with a lot of unresolved memories and feelings during my first company command.

Trek has always been my way of addressing military experiences in a way to make them more accessible to both me and others. Wolf 359, like the real-world tragedies that have shaped the lives of the millennial generation, changed the trajectory of its world's events. I hope that by reading these pages, you come away with a small, but insightful glimpse at how young veterans (well, maybe not so young anymore) navigated the life-changing events in their own world.



THE OFFICE OF STARFLEET INTELLIGENCE AND THE NATIONAL ARCHIVES OF THE UNITED FEDERATION OF PLANETS HAVE APPROVED THE PARTIAL DECLASSIFICATION OF THE "HOLLAND REPORT ON THE BORG INCURSION OF 2366" AFTER 25 EARTH STANDARD YEARS IN ACCORDANCE WITH BOTH THE JONES-XERATHI ACT CONCERNING THE FREEDOM OF INFORMATION OF 2359 AND UNITED FEDERATION OF PLANETS EXECUTIVE ORDER 329784. CERTAIN SEGMENTS HAVE BEEN DEEMED STILL SENSITIVE TO NATIONAL SECURITY AND HAVE BEEN REDACTED AND CLASSIFIED UNDER STARFLEET ORDER 212019 AS PERTINENT TO ARTICLE 14, SECTION 31 OF THE FEDERATION CHARTER.

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