

SECRET

**STARFLEET MARINE
CORPS**



**SUPPORT
BRANCH
MANUAL**

Revision 2010

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SECRET



STARFLEET MARINE CORPS

Support Manual

2010 Edition



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Part 1 - Introduction

Welcome Aboard!

Welcome to the Support Branch Guidebook of the STARFLEET Marine Corps (SFMC). This publication is intended primarily for members of the SFMC, which is a Component of STARFLEET, The International Star Trek Fan Association, Inc. (SFI). However, anyone with an interest in our part of the Star Trek universe is invited to look and learn. This manual is intended to serve as a handy reference work for members of the Support Branch, covering the Branch's tactics, missions, and organization. In short, it is a source for the new member wherein they can get the information they need to role-play as a member of the Support Branch. The majority of this work is obviously fictional in nature, but the references to uniforms and insignia of the SFMC are accurate. It is intended to provide a source of "background material" for members of the Branch, and/or anyone interested in the concept of Support services in the 24th century. It is not the last word on the subject, however, as material is constantly being revised, upgraded and updated by the members of the branch themselves.

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Pronoun Disclaimer

The use of "he, his, him," etc., and in particular the term "man" as in "crewman", are used for convenience as the standard English-language convention for unknown-gender pronouns. Not very politically correct, perhaps, but grammatical... and a lot less awkward than "crewpersons". The point is, we don't mean anything by it.

Dedication

"To the countless millions behind the scenes, who make the glorious possible, and the impossible happen."

Acknowledgments

This manual would not have been possible without the help of the countless people who have worked on this manual in the past.

Reporting Authority

The governing authority for Support Branch information is the Commanding Officer, Training Command (COTRACOM). Send questions, comments, or suggestions concerning Support to: tracom@sfi.org

Part 2 - Story: A Day in the Life



Impossible odds, irrational deadlines, being expected to do the impossible with next to nothing... that was what being a Marine was all about, wasn't it? But somehow, when Lieutenant Colonel Katia Rudinko joined the corps, she'd always envisioned the impossible challenges to involve swarming Cardassian hordes or vast Tholian armadas...

not a parking lot full of supplies. A sigh escaped her lips as she gazed out over the thousand-squaremeter patch of desert littered with supply trucks. Suddenly, for no reason she could divine, she remembered a quote from a 20th Century Earth text she'd read at the Academy:

"No military unit anywhere does anything without a steady supply of food, fuel, water, ammunition, and all the other things that keep them going."

As necessary as this job may be, she thought to herself, it certainly isn't glamorous. As the commander of the 145th Combat Service Support Group, Rudinko was expected to keep an entire Marine Expeditionary Unit fed, stocked, paid... all of those "things that keep them going." And all she had to do it with was a laughingly small staff and a seemingly inexhaustible supply of raktajino.

"Okay people, let's get moving! We have 33 minutes before the first T-6 lands on pad 'C', we need to get the 189th's field gear over there now! Suvak, you stage the 474th's gear over here, the rest goes to pad 'D'. Let's go people, nobody else moves unless we do!"

Barking and pointing, she seemed like the choreographer of a world-class ballet troupe composed of Hortas: not much to look at, but inexplicably graceful. Antigravs slipped past one another with huge loads missing each other by only centimeters—and seeming to go in every direction at once. No one walking into the staging area could reasonably be expected to have the faintest idea what was going on, but the 145th had it down to a science...

Science. Why do so many people see science and spirituality as mutually exclusive? thought Chaplain K'kil. They didn't have to be, and in fact many faiths held that one led to the other. Maybe it was just a uniquely human point of view. He had so much trouble figuring out humans.

He was as much a counselor as holy man. Marines sought him out, or didn't, for a variety of reasons, but no one was required to see him. Some thought him obsolete in the 24th century where technology and science ruled the day, but the warrior priest enjoyed his unique role in the elite fighting forces of the SFMC.

A member of the Support Branch-Chaplain's Corps, he was assigned on detached duty to an Infantry Battalion, which was, at the moment, a very long way from home. Where was not important to K'kil...nor was why they were there, or which faceless enemy waited for them this time. What mattered to the small, wiry, Andorian was that the souls of these men had been placed in his charge. No matter what god they prayed to, or whether they prayed to any god at all, was not what mattered—he was there for them if and when they needed him.

And now in his office was a human Lance Corporal looking lost and alone. God-fearing Christian parents had raised him, but he himself claimed not to subscribe to their faith. A Combat Engineer by trade, he'd always believed that science, logic, and reason were the tools one needed to make sense of life.

At least that's what he had thought until his best friend was killed in the air strike two days ago. Reason failed him now, and the only place he could think to go for answers was the person his platoon referred to as "The Padre."

* * *

I should have become a Padre! thought sergeant Feeny as he low-crawled up to the bunker. It wasn't just a facetious musing, either: Pete had very nearly joined the seminary before deciding to be a Military Police Officer instead. People told him he had a highly developed sense of right and wrong. He enjoyed police work immensely— it made him feel good to think (at least hope) he was helping the good people and removing the bad from circulation.



But his current predicament had little to do with law enforcement— although it was undeniably *military* police work. He *had* been assigned to rear-area security, but the definition of "rear" had undergone a radical revision due to a daring enemy airborne assault. Now, he and his partners from the 622nd MP group had shifted their priorities from perimeter security to fighting for their lives.

The enemy had taken up a position inside a bunker that had belonged to the good guys a few hours ago. Feeny was determined to get it back. With the support of the heavy phaser emplacement, they had a chance to hold out until reinforcements arrived. "Hold on until we can get you some air support," HQ had said. How many times had soldiers in trouble heard that same old song...

* * *

I am so tired of this same old song! her mind screamed. She was playing "Hail to the Chief" for what she estimated was the 478th time in her career with the Marine Corps Band. Of course it was an honor to play for the President of the Federation. The Marine Corps Band, in one form or another had been playing for Presidents for over 400 years. Being one of *The President's Own* was something she'd aspired to for

her entire musical career. And her dream had come true three years ago when she finally made the cut to be in the esteemed group of musicians marching on her flanks.

But that damnable song was really getting on her nerves for some reason today. The more she thought about it though, the more she had to laugh at herself. She was just trying to find something to bitch about. As Marine musical careers go, hers had been charmed. She was already in line for section leader, and after that, who knew? Maybe she could even make it to Drum Major...

* * *

Major Savok was looking as puzzled as his Vulcan stoicism allowed. Logic failed, for the moment, to find the cause of the subspace relay failure. If he could not get it fixed soon, an entire MECHA Battalion was going to be cut off from their close air support for the better part of their landing. Fixing it soon was the only way the mission could be salvaged. Landing the Mechs without air support would mean their sure annihilation from above by enemy fighters.



The Major ordered three modules pulled and replaced as the balance of his 57th Signal Group scrambled to find the cause of the relay's failure. The lion's share of his Signal Corps unit was aboard the USS *Tarawa* securing the communications on the Mechs destined for planetfall. Savok and his team had raced to the relay on the fast scout *Pathfinder* so that they could reestablish contact with the carrier *Oriskany* and her task force.

Savok checked his chronometer. The Captain of the *Tarawa* and the OIC of the landing battalion had been clear: he had one hour to get the relay operational, or the mission would have to be scrubbed. Another landing would not be possible for at least two days. If the Tholians had two days to resupply their stronghold on Velda Prime, any SFMC assault would face much heavier opposition than that now anticipated. A great deal rested on Savok and his Signal Corps.

* * *

The troops, reflected Lieutenant General Sovolevsky, I don't know what I'd do without them. The General was the SFMC Support Branch Director, and he fully appreciated the weight that rested on his shoulders... and the fact that the majority of it had to be borne by countless thousands of troops scattered throughout the galaxy in hundreds of thankless, glamourless jobs everywhere.

He knew on any given day—today, for example—each of them were engaged in such widely disparate activities as keeping the ground-pounders fed, saving a soldier's soul, keeping their fellow Marines honest, marching in a band, and keeping the Corps talking. Each and every day, in fact, his troops kept the Corps going. No Marine in the Federation would fight today if the Support Branch troops weren't there behind the scenes.

Well, the rest of the Corps may think these jobs thankless, thought the General, but I know who the real heroes are.

Part 3 – Branch Basics

The Support Motto: “Duty, Honor, Service”

This succinctly states the Branch’s highest ideals. Almost every activity of the Branch revolves around serving some part or portion of the Corps in some way. The Branch is very aware and very proud of who their “customers” are, and they aspire to provide the utmost in customer service in all their activities.

The Support Slogan: “We Deliver!”

A more informal paraphrasing of the motto, this slogan was actually the unofficial motto of the Combat Service Support Command (and still is). It was so commonly used throughout the Branch, however, that it was recently adopted as the official slogan for the entire Support Branch.



The Support Device: “The Octagon”

The Octagon used by the Support Branch actually began its iconic life as a stylized dilithium crystal chamber that served as the symbol of the STARFLEET Engineering and Support Services Division for years. This division actually supplied most of the support services for the SFMC until a few decades ago. As the SFMC grew, the Marine Corps assumed more and more Marine support activities, and eventually a new service branch was formed to contain them all. At the same time that the new branch was being formed, the octagon fell into disuse in the Fleet, and so was adopted by the SFMC Support Branch as its own. Today, the

story goes that the symbol has a corner (or side) for each of the Branch’s seven fields of service, plus one for its headquarters. Which one of the sides or corners belongs to which field is a matter of constant debate: whomever you ask is likely to say that their field is the one at the top.

Note:

Students will find that this manual differs from other branch manuals due to the sheer volume of familiarization material required for a good overview of this very diverse branch. The usual History section has been omitted to make room for more operational and organizational information.

Part 4 - Branch Organization

The basic operational unit of the Support Branch is the Group. Groups are usually company-sized units (many times they are larger), which vary widely in mission, function, organization and composition depending on the type of group and its mission requirements. Some groups are assembled with a little of everything, others are homogenous to a certain Field of Service. It all depends on what they do and for whom they do it. Many Support personnel (like Chaplains and JAG Officers) are assigned on detached duty the same as the Medical Branch assigns medics. Smaller units than Groups are sometimes assigned as well, although *usually* not smaller than platoon strength.

Fields of Service

There are seven basic Fields of Service within the Support Branch: Combat Service and Support Command; Signal Corps; Military Intelligence Command; Military Justice Command; Morale, Welfare and Recreation Command; Public Affairs and Protocol Office; and the SFMC Research & Development Command. The Fields of Service are subsequently divided into departments and sections based on their particular tasks. Needless to say, this provides a very intricate organizational structure for the Branch. This is why the *Organization* section in this guidebook is so detailed compared to other branch guidebooks.

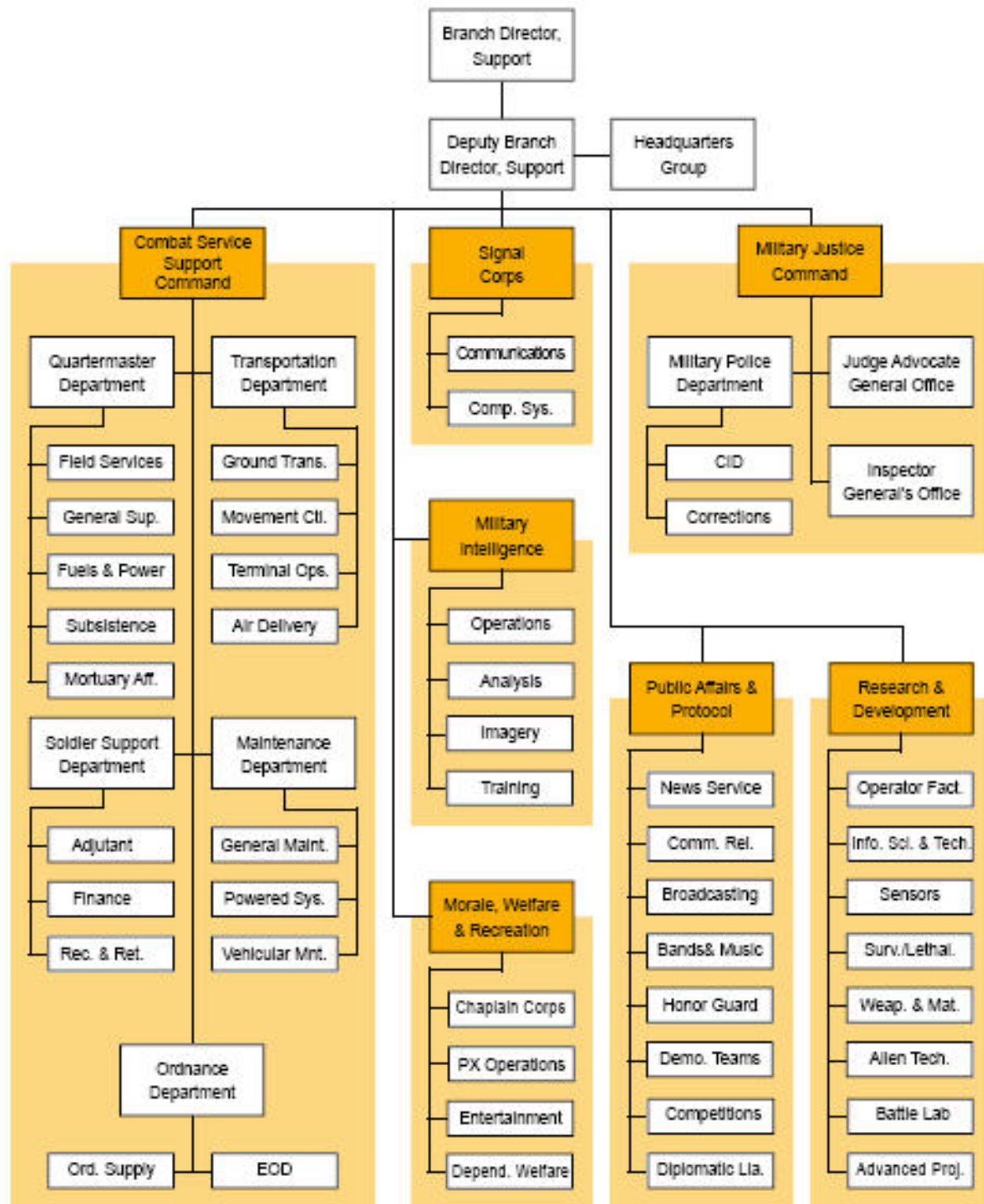
NOTE:

While the titles of each field may contain the words office, corps, command, etc., keep in mind that these are more a reflection of tradition than actual unit size. All are equally considered Fields of Service within the Branch.

Branch Org Chart

The following page contains an organizational chart for the Branch that the new Marine will find useful. Don't worry if you do not immediately understand all of the offices/departments and their functions. As you page through the text to learn what each is and what function it serves, you will find it helpful to return to this page to find where it belongs in the big picture. Now, let us examine each Field of Service in detail.

Support Branch Table of Organization (Fields of Service Highlighted)



Combat Service Support Command

“We Deliver!” is their motto. This is by far the largest Field of Service in the Branch and is, in fact, larger than some entire branches. When a combat, medical, or aerospace unit gets assigned its own support element, it is usually a CSS Group of appropriate size and composition to the unit and task at hand. The CSSC consists of five major departments:

Quartermaster Department



Fuels Supply Specialists from the 262nd Fuels & Power Company inspect freshly-replicated batch of hoses before hitting the field.

The Quartermaster obtains and apportions supplies of all types for the entire Corps. The Quartermaster Department is further subdivided into Field Services, General Supply, Fuels & Power, Subsistence, and Mortuary Affairs.

- **Field Services Section** - When deployed in the field, no unit or vehicle in the Corps should ever have to leave its axis of advance for supplies. Field Services is the section primarily responsible for seeing that is always the case. They handle all field supplies and equipment except fuels & power and subsistence materiel—those areas of responsibility have their own sections assigned (see below).
- **General Supply Section** - General Supply procures materiel for the Corps, and fulfills the supply requirements for bases and other installations. This is the largest section of the Quartermaster Department (it is nearly the size of the entire SFMC Medical Branch).
- **Fuels & Power Section** - This section keeps supplies of consumable fuel, energetic plasma, and electrical power flowing throughout the Corps. They also provide these services in the field, where fuel and power are the lifeblood of operations.
- **Subsistence Section** - Subsistence keeps Marines watered and fed. In certain situations they are also responsible for housing and shelter. Their primary duties, though, concern water and food rations, or field replicators to provide the same.
- **Mortuary Affairs** - This section has the unenviable but important function of caring for the dead. MA removes bodies from the field, transports them, identifies them, notifies their next-of-kin, and in some cases administers survivor’s assistance programs.

Soldier Support Department

The Soldier Support Department is composed of three offices that handle issues related to the support of the individual Marine:

- **Office of the SFMC Adjutant General** - The Adjutant General’s office handles personnel assignments, transfers, and benefit administration. They also maintain personnel records of all current, separated, and retired personnel including civilian employees of the SFMC.

- **Office of Finance and Accounting** - This office handles pay and credit distribution for all SFMC personnel. They are also responsible for accounts payable and receivable, auditing financial transaction records, and formulating budgets.
- **Office of Recruiting and Retention** - The Recruiting & Retention Office selects and trains recruiters, and coordinates enlistment and reenlistment benefits, incentives, and advertising campaigns. Recruiters are chosen from amongst the finest Marines in the Corps.

Transportation Department

Transportation handles ground transportation for SFMC supplies and personnel. They also dispatch and coordinate air transport with the Aerospace Branch. Basically, no matter how it gets from point A to point B, Transportation usually has a hand in it. The Transportation Department has sections responsible for Ground Transport, Movement Control, Terminal Operations, and Air Delivery. Each has their own general area of responsibility, but they frequently overlap.

- **Ground Transport Section** - This is physically the largest section of the department, with almost more personnel and vehicles than the Aerospace Branch. Every ground vehicle, whether it be hover or wheeled, that is not considered a fighting vehicle ultimately belongs to this section (most fighting vehicles belong to the Armor Branch). While they may be assigned to any number of personnel or units in a wide-variety of Branches, GT owns them all. They also operate the lion's share—transporting personnel and supplies around base or to the front lines
- **Movement Control** - General Supply may run the warehouse, but Movement Control runs the loading dock. They are the dispatchers and expeditors responsible for arranging movement of supplies and personnel. They are the ones that request trucks from Ground Transport or aircraft from Aerospace. They handle most shipping and receiving operations, and track inventory as it changes locations.
- **Terminal Operations** - Large facilities for loading and unloading starships, large aerospace craft, or large surface craft are known as terminals. Terminal Operations runs these huge cargo-handling operations and ensures that Supply, Movement Control, Ground Transport and the vessel(s) involved in the operation are all functioning smoothly as a team. They also handle the large equipment used for loading and unloading vessels. And if the vessels should need servicing, fuel, or supplies of their own, Terminal Ops will make the arrangements for them.
- **Air Delivery Section** - Air Delivery specializes in getting supplies into an area via starship or aerospace craft—with transporters, parachutes, or by landing and unloading. They package consignments for air delivery, and fly on supply missions in order to complete delivery. They are experts in parachute rigging just about anything, and they travel a great deal.

In reading the Transportation related material in this book, you may get the idea that the SFMC has forgotten all about transporters—nothing could be further from the truth! While transporters sometimes are not the best tactical choice, or have been disabled by natural or man-made interference, they are fully utilized whenever possible. Ground Transport usually handles transporter activity to and from points on the ground. Transport to and from starships and aerospace craft are handled

by the crews of these craft, but are often coordinated by the Air Delivery section. Movement Control handles site-to-site transport within large SFMC supply facilities or other installations.

Maintenance Department



Section boundaries often blur in the Maintenance Department, especially between PSM and VM sections. Here, a PSM technician helps a Vehicular Maintenance crew on the combat information display of an Infantry fighting vehicle.

An Infantryman may be able to fix his rifle, but he'll have to come to Maintenance when his tent doesn't deploy, his field replicator won't work, or his handheld antigrav fails. Still and all, Maintenance is not as large a department as you may anticipate—so much of today's diagnostic and technical maintenance tasks are now automated that large crews are no longer needed to service even the most complex of systems. In fact, with many items, when technical failures pass a certain point, it is more cost effective to simply replicate a new part/item/device. Of course, the flipside to this situation is that when something *does* need maintenance, those personnel must be highly skilled and trained.

- **General Maintenance Section** - GM is responsible for fixing everything not spoken for by some other entity. That can range from realigning the hatch on a portable structure to unclogging the plumbing in your office. GM technicians have a wide range of responsibilities, and every day for them is something different.
- **Powered Systems Maintenance Section** - The PSM section tests, repairs, and maintains all manner of equipment that runs on electrical or energetic plasma energy (except for those items that are part of vehicular systems which are usually serviced by Vehicular Maintenance personnel). This section has the largest number of technicians that are certified to repair and maintain specific pieces of equipment or specific equipment systems. Such technicians are known, unimaginatively, as System-Specific Technicians. All sections have such technicians, but the PSM section has the most (see MOS Manual for details).
- **Vehicular Maintenance Section** - VM keeps things moving. Whether that be a truck, shuttle, or powered exoskeleton. Anything considered a vehicle is maintained and repaired by VM. This is the section that has seen the most significant changes in staffing as technology advances: an aerospace craft that once took a dozen personnel to service is now normally assigned only two.

Ordnance Department

Ordnance is responsible for nearly all of the ammunition, missiles, projectiles, bombs, and explosives used in the SFMC. Since this material is obviously sensitive in nature, a separate supply channel exists for inventory security, and to assure proper handling and storage. The Research and Development Command is the only SFMC entity that does not normally have their ordnance requirements met by this department.

- **SFMC Office of Ordnance Supply** - The Ordnance Supply office is charged with the procurement, storage, maintenance and distribution of all SFMC ordnance. Procurement and maintenance is handled exclusively by this office, while distribution and storage are usually done in concert with the Quartermaster Department.
- **Explosive Ordnance Disposal** - EOD handles the disposal of both friendly and enemy ordnance. They may destroy aged SFMC weapons that have become unstable, diffuse a dud torpedo or missile that has landed in a friendly area, or disable explosive charges that have been placed as booby traps in newly occupied areas.

Signal Corps

“Keeping You In Touch” is their motto. Without a doubt, the second largest Field of Service for the Branch is the Signal Corps, which handles all major communications and data processing equipment for the SFMC. They setup and maintain everything from field-deployable comm centers to subspace relay stations to portable computer cores. They are divided into two basic groups: Communications and Computer Services.

Communications Department

Communications handles voice, data, and video...basically anything that can be transmitted from one point to another. The Communications Department itself is further subdivided into sections dedicated to three major categories of communications, but outside the Signal Corps, the three usually blend unobtrusively (which is why they are not listed in the main org chart). These subdivisions are basically administrative for the Signal Corps' use.

- **Real Space Communications** - This section is responsible for comm. systems that function primarily in slower-than-light media such as radio frequency (RF), laser, microwave, etc. They also setup landline comm which travels electronically through wires (usually to minimize battlefield emissions or resist jamming or interference).
- **Subspace Communications** - Subspace Comm deals in tachyons. Faster-than-light communications systems are run by this group, as are almost all space-based comm systems since almost all of these involve at least some subspace comm capability.
- **Special Communications** - In the Corps, the word “special” conjures up thoughts of the mysterious, the unique...the classified. And for good reason: usually anything with special in the title is indeed classified to a large degree. Special Comm is no different, but it is generally known that they deal in unique comm routing or systems that may need to be created/improvised for a specific mission or circumstance

Computer Systems Department

CSD establishes, maintains, and operates all freestanding computing resources in the SFMC. Freestanding indicates the equipment or system is solely dedicated to high-level data processing or storage (this exempts tricorders and similar field devices from the CSD). Also run by CSD are most high-level datawarfare operations and security systems.

Military Intelligence

“Fast, Factual, Faithful” is their motto. Nearly every combat unit down to company sized has an Intelligence Officer, but they are not all assigned from MI. Instead MI provides training in intelligence for Marines from many disciplines so that they can be certified and serve as Intel officers for their units. But MI also has a sizable infrastructure of its own to support high-level intelligence operations. They provide gatherers and analysts for larger units throughout the Corps, they conduct a wide variety of Intel ops on their own, and they work very closely with STARFLEET Intelligence. For obvious reasons, much of the organization and operation of this field is classified and is not discussed in this text; however, the general organization consists of the following.

Operations

Operations are the section most involved in gathering intelligence from all sources which do not involve satellite or long-range scanner imaging. Everything from interrogators to signal intercept specialists call this section home. The types of intelligence gathered by this section include electronic intelligence or *ELINT* (enemy scanner emissions, energy profiles, etc.), signal intelligence or *SIGINT* (intercepting enemy communications), and life-form intelligence (interviews, interrogations, informants, etc.) that has been unceremoniously nicknamed *LINT*.

Analysis

Many times, intel gathered from Operations or Imagery speaks for itself...for all the other times, there is the Analysis Section. Trained specialists here can interpret raw data from the collectors and provide estimates of their significance. They can identify trends and changes in the big picture from the myriad little pictures that filter through their offices on a daily basis.

Imagery

Imagery is the other section of the four that is involved in collection. Rather than the close-in work done by Operations, Imagery is primarily concerned with long-range gathering systems like satellites, probes, and long-range scanners. The resulting data is usually an image of some sort, whether it originates in visible light, infrared, ultraviolet, gamma radiation, tachyonic imagery, etc.

Training

The Training Directorate is responsible for the education and technical training for the entire SFMC intelligence community. All MI personnel are trained here, but so are the myriad officers that earn their certification as intelligence officers through the Directorates cross-training program.

Military Justice Command

"Assist, Protect, Defend" is their motto. The fourth largest command in the Support Branch encompasses three departments all related to the administration of Military Justice:

SFMC Military Police Department

MPs provide a wide range of security and law enforcement services in peace time and in wartime including: installation law enforcement, POW custody, penal facility management, criminal investigation services, rear area and perimeter security on the battlefield, etc. The bulk of the department is devoted to the law enforcement and security functions, but two smaller sections exist to handle specialty areas.



Military Police Officers from the 713th MP Group apprehend a suspect on Earth, near the SFMCA Campus at Annapolis.

- **Criminal Investigation Division** - Marine CID is composed of some of the best investigators, criminologists and crime lab facilities in the Federation. They conduct all felony investigations under MP jurisdiction, and are often called in to help local police on particularly tough cases. They also have been known to be called in for assistance by Starfleet Security in some cases.
- **Corrections Division** - Corrections staffs and operates all SFMC confinement facilities like stockades, brigs, and penal facilities. During time of war or similar extended engagements, Corrections personnel may also operate POW facilities.

Judge Advocate General's Office

JAG provides courts martial, legal counsel and free legal aid to Marines in need. They are the court system, but they are also the public defender and district attorney. They are charged with administering the Uniform Code of Military Justice's provisions for courts and officers. JAG Officers also provide unit commanders with important counsel on legal issues within and involving their command, and often liaise with local civilian authorities when appropriate.

Inspector General's Office

IG serves as the Corps' 'internal affairs' department providing investigative and auditing functions within the SFMC infrastructure. They investigate all accusations of impropriety, violations of internal SFMC policy and procedure, and any possible incidents of prime directive violation.

Public Affairs and Protocol

"We Have an Image to Uphold" is their motto. The P&P Office as it is colloquially known handles all of the press, publicity and ceremonial duties of the Corps. The wide-ranging activities under this Field of Service include:

SFMC News Service

The News Service is responsible for statements to the press both on post and to the public. They also coordinate press coverage on the battlefield and assure



Marine Broadcasting Service reporters often deploy with combat units to cover operations. Who do you think took this picture? That makes SFMC journalism a tough and often dangerous profession.

that operational security is not compromised by press coverage. They hold press conferences; issue news releases and public service announcements, and arrange for Marine personnel to be interviewed by local and Federation media.

SFMC Office of Community Relations

Community relations are where the majority of base and unit Public Affairs Officers come from (they are either assigned directly from, or at least trained by this office). Community Relations arranges open houses,

community service days, charity drives, and other such activities relating to the local civilian population surrounding a Marine base or installation.

Marine Broadcasting Service

MBS provides broadcast news and entertainment for Marine Corps personnel wherever they may be stationed. They provide audio, video, and holographic transmissions in most areas. This section is known as the *Marine* Broadcasting Service to distinguish it from the Starfleet

Broadcasting Service (SBS) that performs a similar function for Fleet personnel.

Department of Bands & Music

This department is the home to the various bands and musical ensembles sponsored by the SFMC. The most famous among these is the Marine Corps Band, also known as *The President's Own*. This collection of some of the finest military musicians in the Federation performs annually in Paris for the President of the UFP. They also tour across the UFP's member worlds, performing at state functions and important Marine events all over. Their pomp and circumstance, splendid uniforms, and unquestionable musical talent make them an important projection of SFMC image and esprit. Other Marine Performing Groups—as they are called instead of Marine Strike Groups—include smaller marching bands, string quartets, contemporary bands, jazz ensembles, etc.

SFMC Ceremonial Honor Guard

Another important projection of image and esprit are the honor guards and drill teams which operate under the coordination of the Ceremonial Honor Guard.

Marines assigned to this section guard the "tombs of the unknowns" on seventeen UFP member worlds. The SFMC Silent Drill Team travels extensively with the Marine Corps Band. This section also provides ceremonial escorts for state functions, and a personal escort detail for the UFP President.

SFMC Office of Demonstration Teams

Probably the only unit that makes a more lasting impression on the public than the Marine Corps Band is the Black Arrows—the Corps' Flight Demonstration Squadron that performs at air shows all over the Federation throughout the year.

Other demonstration teams include the "Golden Knights" Parachute Demonstration Team, the "Gatorbacks" Precision Driving Team, and the "Golden Dragons" Martial Arts Demonstration Team.

Marine Competitions Office

The Competitions Office is the administrative home of Marines that represent the Corps or the Federation in inter-service or interplanetary sporting, shooting, technical, or academic competitions. The office manages competition schedules, arranges for trainers, coaches and instructors, and sponsors competitions. Marines represented by the Competitions Office have gone on to be Olympic athletes and academic world-record holders.

Diplomatic Liaison Corps

This highly specialized organization is full of Marine envoys and diplomatic liaisons that serve in embassies throughout the quadrant. They advise Federation ambassadors on military matters, serve as protocol officers for the embassy staff, and often command the Marine embassy security detail. They also serve as aides to some of the UFP's most notable officers, including the President and Vice President. The DLC is composed almost entirely of officers and senior NCOs who have served an average of 18 years with the Corps.

Morale, Welfare & Recreation:

"Caring for the Whole Marine" is their motto. MWR sees to the needs of the individual Marine that go beyond the tangible concerns of pay and subsistence. In addition to their work with the Corps, they also work together with local and Federation assistance organizations when Marines and their families are in need. MWR includes four sections:

Chaplain's Corps

The Chaplain's Corps sees to the spiritual well being of the Marine by performing services and providing moral and religious education. Chaplains and Chaplain's Assistants usually work in pairs as Unit Ministry Teams (UMTs) that are assigned to SFMC units company-sized and larger (occasionally smaller based on operational circumstances). Major commands and installations have Staff Chaplain's who not only minister to the Marines, but also act as counselor and advisor to the commander.

Post Exchange Retail & Recreation Office

The Post Exchange, or PX as it is commonly known, is a retail operation on base for patronage by service members and their families. Merchandise is offered there at substantial discounts, and no local taxes apply. On small bases, the PX may be little more than a grocer, but on large installations the PX may seem like a city shopping center. These important retail establishments are operated by the Post Exchange Retail & Recreation Office, which also runs dance halls, holo theatres, bowling alleys, presis square courts, shooting ranges, and a wide range of other recreational facilities for Marines and their dependents.

SFMC Entertainment Division

Comparable to the USO of Old Earth, the Entertainment Division produces live, holo, and video shows for the entertainment of Marines. Primarily for those stationed far

from home, Entertainment Division shows are welcome diversions for the troops. Most of the entertainers are civilians, but much of the production crew are Marines.

Dependent Welfare Program

MWR also administrates the Dependent Welfare Program that provides financial and other support for the families of Marines disabled or killed in action. Wherever possible, the DWP provides survivor’s assistance counseling as well as financial and logistical support for families. They may arrange transportation, services (if the family desires), and then administrate dependent benefits where applicable.

NOTE:

The PX Department, Entertainment Division, and Dependent Welfare Programs all make extensive use of civilian employees, thus making the MWR Command the SFMC’s single largest employer of civilians.

Research & Development Command



The Force Recon Tricorder is just one of the many successful inventions of the Sensors & Scanners Directorate.

“New and Improved” is their motto. R&D is an important function of the Support Branch. While Starfleet manages all Marine Corps contracts, R&D establishes requirements and field tests new and proposed weapons and other systems for the Corps. They are the “end user” so to speak in the development process and even if Fleet has awarded a contract to a supplier, not one unit is accepted into service for the SFMC until R&D gives it the thumbs up. They also come up with ideas for new products and processes, and ways to improve existing ones.

Operator-Factors Research & Engineering Directorate

This directorate studies how sentient life-forms interact with products/processes and attempt to improve the technology so that its operators can utilize it better. On Earth, this practice is called human-factors engineering, but that title was intentionally not used by the R&D Command so as to avoid any appearance of being biased toward humans.

Information Sciences and Technology Directorate

This R&D section deals with cutting-edge computer and information processing technology. This group developed all the combat and force recon tricorders, combat equipment management system, and most datawarfare terminals within the last ten years. This is a very prolific R&D section.

Sensors and Scanners Directorate

S&S researches powered systems that actively or passively collect tactical or strategic information. Everything from ultra-long-range tachyon scanners to simple hydrophones is studied by this group in an effort not only to improve these systems, but to develop new types of sensors for tomorrow’s battlefield.

Survivability and Lethality Directorate

This group studies actual and proposed weapons and munitions to determine their mechanism of injury, and why and to what extent they are lethal to life forms. The directorate uses this data in two very disparate ways: to discover how to protect our own personnel (survivability), and how to make a weapon even more lethal to the enemy (lethality).

Weapons and Materials Directorate

WMD studies materials to improve existing alloys and composites, and to create new ones that might prove stronger, lighter, more flexible, etc. They also look for ways to improve current weapon systems, and study proposed weapon systems that may find their way onto SFMC battlefields in the near future.

Alien Technology Directorate

Many important advances in our own technology have come from studying the technology of ancient races long-ago lost and recently rediscovered. Technological inspiration also comes from our exchanges with races and cultures outside the UFP. It is the job of the ATD to study these alien technologies and discover ways in which their strengths can be folded into our own technological base.

SFMC Battle Lab

R&D runs the SFMC Battle Lab that creates and runs war fighting experiments to develop not only technology, but also tactics and management philosophies. The Battle Lab runs computer simulations, limited drills, and full-scale exercises. They then carefully document the performance and outcome, analyze the data, and make important recommendations to local and Corps commanders.

Advanced Projects Agency

The SFMC Advanced Projects Agency works *beyond* the cutting edge on highly classified projects of all types. APA engineers are some of the best in the Federation, even though they can't ever brag about what they do...ever...to anyone...ever.

Part 5 - Unit Organization

The most commonly deployed unit in the Support Branch is the Group (known generically as the Marine Strike Group, although in Support it is often known by its unit type: i.e. - 45th Military Police Group, 700th Marine Performing Group). While a Group may be assigned to a larger unit such as a battalion or brigade within the Support organization, it is very often detached from the branch and assigned to the larger unit it supports. For example, the 41st Combat Service Support Group is permanently assigned to the 1st Infantry Battalion. Even though it maintains an administrative chain-of-communication with the Support Branch, its chain-of-command is established through the Infantry Division. A Support Group is typically about a company in strength, although some are larger or smaller based on mission requirements. Many are permanently established, while others are formed for specific missions and then reassigned afterward. There are a wide range of Group types: some are homogenous (that is, the entire group serves one function, such as Military Police), but most are composite groups (with personnel from a variety of disciplines within the Support Branch). Here are some common Support Group Types:

CSS Group

A Group assigned from the Combat Service Support (CSS) Command will generally have personnel from each of the CSSC Departments in order to adequately support a larger combat unit. The exact composition of each CSS group varies widely with mission requirements.

As an example, the following would be typical of a CSS group assigned to an Infantry Brigade. Due to its mission requirements, it would be slightly larger than a usual company-sized Marine Strike Group (MSG). It is usually composed of six separate platoons: Headquarters, Communications, Logistics (or Landing Support), Supply, Transportation, and Maintenance. See "Inside a MSG (Support)" for details.

Medical Support Group



A Medical Support Group winds up doing more than handling logistics. Medical Units are notoriously understaffed and here members of the 790th Medical Support Group help an A-Medic (far left) bring a casualty in from the S-34 air ambulance.

A Medical Support Group is very similar to a CSS group, but it is much more standardized in its composition. It is also considerably smaller since it typically supports a Medical unit that is in and of itself about the size of a company. Rather than having entire platoons to handle functions, a Medical Support Group usually has one to three individuals handling each function, although the Maintenance section is usually at least a squad in size.

Homogenous Groups

Certain functions are broad-based enough that an entire homogenous group can be assigned. For instance, a Marine installation will generally be assigned an entire Military Police Group. A Military Intelligence or Signal Corps Group will be assigned to SFMC units larger than Brigade-sized, or sometimes even smaller depending on mission requirements.

Detached Duty

Detached Duty refers to the fact that for this type of assignment, Support personnel are “detached” from their Support Unit, and “attached” to a unit from another branch. This duty is for jobs where Support personnel are needed in small numbers. While they administratively still belong to their Support unit, their chain-of-command operates through the supported unit’s CoC. For example, a JAG Officer from the 45th Military Justice Group (which is headquartered on Earth at Camp Pendelton) may be assigned to the 523rd Infantry Battalion stationed at Starbase 74. The 45th’s OIC may decide to pull the JAG Officer and replace him with someone else, but while he’s there he is under the operational command of the 523rd’s OIC.

Typical examples of this type of duty include JAG Officer, Chaplain, and Public Affairs Officer. In smaller supported units (say a detached Aerospace Squadron) even jobs like Adjutant and Quartermaster may be detached duty.

NOTE:

Some of the most sought after detached duty in the Branch is to be on one of the small CSSC teams that get attached to SpecOps units. If this type of assignment interests you, you should be sure to make your wishes known to your training officers now.

Branch-Internal Duty

Certain functions within the Support Branch stay within the branch itself, and while personnel may be in the field with other units, their chain of command stays within the support branch and they are not strictly subject to the authority of the field commander. Examples of this type of duty include the Inspector General’s Office, and many of the P&P functions.

Inside a Marine Strike Group (Support)

You may be getting the idea that no two Support Groups would look alike, and you would be pretty close to the truth if you did. There is no “typical” group to examine for our organizational case study, so one is picked here at random just to show you the potential for diversity in the Branch.

The Phoenix Group: Up from the Ashes

The 600th MSG (Support) is assigned to the Second Marine Brigade as a CSS Group for its Rapid Deployment Force (RDF). The 2BDE’s RDF consists of the 78th MSG (Aerospace), the 650th MSG (SpecOps), the 667th MSG (Infantry), and the 674th MSG (Mecha). Each of the RDF units is on a separate Starfleet vessel; so keeping up with their support can be a taxing job. As a result, many of the 600th’s personnel are scattered amongst these vessels and personnel assignments are in a constant state of flux. Despite the ever-changing location of personnel, though, the organizational structure of the 600th stays intact. The 600th is a reinforced company in size. It consists of a Headquarters Platoon (which is really only about a squad-and-a-half), and five other platoons that fill various support roles for the Rapid Deployment Force as follows.

Headquarters Platoon

The Headquarters Platoon, along with personnel not needed physically anywhere else, is assigned to the USS *Republic* that patrols with the RDF vessels. This gives the 600th its own central location from which to operate. The Headquarters Platoon consists of the following sections.

- **S-1 Adjutant:** The personnel and administrative section. Assigned from the Soldier Support Department, this small staff keeps all the personnel and finance records of the RDF (including the 600th's of course).
- **S-2 Intelligence:** The 600th's S-2 is not the RDF's Intelligence section, but rather provides intelligence for the 600th itself. It is also the group's liaison with STARFLEET Intelligence on the *Republic*, and with the RDF's MI group (which would normally be a separate Support Group, but in this case is actually the 650th's Omega Team).
- **S-3 Training and Operations:** Responsible for training and TRACOM liaison, this group also handles day-to-day operations issues for the 600th. The S-3 Officer is the Platoon Leader for the Headquarters Platoon.

Communications Platoon

This platoon is assigned from the Signal Corps to handle the advanced communications and data processing needs of the RDF. One section of the platoon (lead by the Platoon Leader who is known as the Signal Officer) coordinates comm. for the entire RDF. The other, the Unit Communications Section, is composed of 12 Marines—three physically assigned to each of the RDF units.

Landing Support Platoon

This platoon functions as the receiving and inventory control agency for the RDF during amphibious operations. They scan every item of equipment as it hits the landing zone, and monitor and track its position until it leaves the Operating Area. This platoon is divided into five sections, one for the 600th, and one for each of the four RDF units. Each section is physically located with their unit, and lands with them during amphibious operations. When not conducting landings, each group is their unit's liaison with the Supply Platoon, handling the normal logistics of their assigned unit.



Landing Support Specialists from the 600th MSG prepare supplies for the 674 Mecha during Exercise Crystal River.

Supply Platoon

This is the central repository and distribution point for most of the supply items used by the RDF. These supplies include equipment, clothing and replicated materials handled by the General Supply section; ordnance and ammunition handled by Ordnance; packaged fuels and power modules handled by the Fuels & Power; and food and water handled by the Subsistence. During routine operations, this platoon stays aboard the *Republic*, using each RDF unit's Landing Support section as their agents. During extended landing ops, however, members of the Subsistence and Fuels & Power sections will deploy to the field. The Subsistence section's Food Service Specialists are highly thought of by the *Republic's* crew as they spend much of their time aboard ship cooking for the crew.

Transportation Platoon

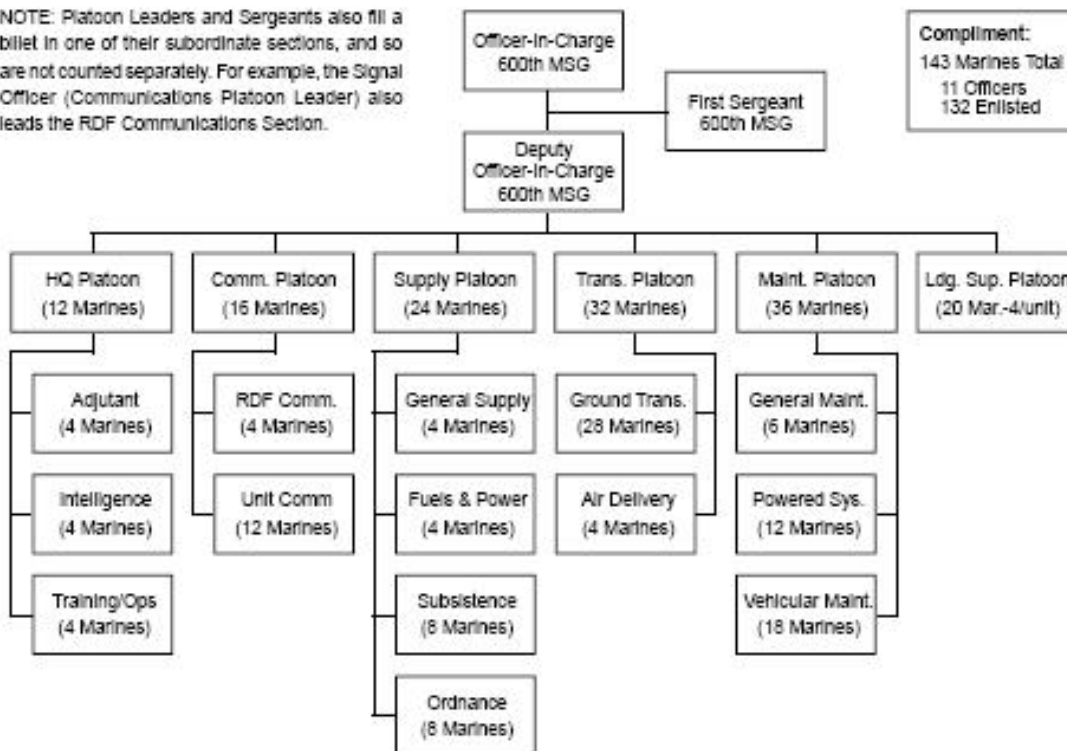
This platoon is responsible for moving what the Supply Platoon issues to the units of the RDF as well as transporting Marines of the RDF from one area to another during extended landing operations. They are equipped with a variety of wheeled and hover vehicles for this purpose planet side, but usually use the shuttlecraft of the *Republic* and other RDF vessels to accomplish transfers ship-to-ship.

Maintenance Platoon

This unit provides maintenance services for all of the other units in the RDF. Their composition will vary according to the assets of the RDF, and they are the section of the 600th which does the most traveling amongst the RDF's units.

600th MSG Table of Organization

NOTE: Platoon Leaders and Sergeants also fill a billet in one of their subordinate sections, and so are not counted separately. For example, the Signal Officer (Communications Platoon Leader) also leads the RDF Communications Section.



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Part 6 - Operations

Normally, this section would give a general overview of the tactics and/or techniques of Branch operations. That's a daunting enough task for a specialized branch like Medical, but it would be nearly impossible for such a diverse one as Support, given the space allotted. Each Field of Service within the Branch has its own extensive collection of operations manuals, so this Guidebook section will be limited in what it covers operationally. Even using one example for every department within each Field would take more room than we have, so we'll limit our discussion here to a key example, chosen at random, from each of the seven Fields of Service.

Combat Service Support Command: Supporting the SpecOps Team

As an Air Delivery Systems Specialist (ADSS) one of your most difficult assignments will be attached duty to a Special Operations Group. Supporting Spec-Ops teams on the ground frequently means resupply from the air, so ADSSs attached to SpecOps units often get to make challenging resupply drops. In these cases, where only cargo is being dropped, you may be assigned as the Air Delivery Systems Specialist in Charge (ADSSIC). In this role, *you* will be responsible for the drop portion of the mission. Below are some of the important factors for you to consider.

Note: Many units, like SpecOps and Medical Groups, will have one of their own officers in charge of coordinating the CSSC activity for the unit. (This officer is usually shown on the org chart as the S-4 or Logistics Officer.) Any CSSC personnel attached to this type of unit will generally report to this officer. In CSS Groups that are deployed en masse, the OIC of the group reports to the S-4 of the unit to which the CSS group is assigned.

Meeting the Team's Needs

Before even setting foot in an aerospace craft, the logistical team must figure out what the SpecOps team will need in the way of supplies and equipment. You will generally have a limited drop in both duration over the drop zone (DZ) and in DZ size, so you must make every package count. A container of field rations may be a complete waste to a team living with indigenous personnel who are keeping them well fed.

Fortunately, SpecOps teams are pretty solid in their logistical planning. Before the team is even inserted into their OpArea, your supply section will have sat down with them and their mission planners to determine their logistical requirements for the duration of the deployment. You and your team will have been part of these briefings to plan the particulars of the resupply drops. These requirements may have to be modified in the field, but updates from the team should make refinements relatively easy. Even when the team is incommunicado, careful planning prior to deployment should leave you with a pretty solid supply requisition ahead of time.

Your Quartermaster section will provide the supplies needed for your drop, and you will assemble them into loads and get those loads to the DZ.

Load-Out

Once you have all the items to fill your requisition, you may begin the load-out. It is tempting to begin loading containers as soon as you start receiving supplies, but it is best to wait until you have everything you need beforehand. Starting early may leave you with odd shaped or weighted loads near the end of your load-out because you packed everything else before the odds and ends arrived. Better to

distribute those odd items throughout the load where they can be balanced with smaller, more regularly shaped or weighted items.

If using pallets, the type you use for loading will depend on the parameters of the drop. If the drop is clandestine and energy signatures will create problems, it is best to go with an unpowered, conventional air delivery pallet. If power won't be a problem, an antigrav pallet with a confinement field will be a better choice. Air delivery pallets have shock-absorbing systems and are weighted and shaped for parachute delivery. Do not use regular cargo pallets unless you absolutely must, and if you must, try to compensate by using a larger chute area to slow descent.

Better than any type of pallet would be an air delivery container. These come in various shapes and sizes for a variety of supply needs. Many have built-in delivery systems, and they can also be easily replicated if you have the facilities.

Containers are smaller than pallets, and since they close completely and securely they are easier to pack. They generally are cushioned against impact from any angle, so load movement under chute is not a problem. For orbital drops, containers can be replicated with their own ablative shells for reentry so an additional shell is not required.

Palletized supplies must be secured so that they will not shift during transport or delivery. Loading multiple containers on a pallet can sometimes be like assembling a large and complicated jigsaw puzzle, but a little extra time at this stage of operations can save potentially mission-scrubbing problems later. With your loader's tricorder, you can request the computer give you an optimal palleting plan, but you should always use your experience and instincts to double-check that. Once the pallets and containers are packed and secured, run a dynamic load test whenever possible.

These are tests run with your tricorder and an antigrav pallet. Set your loaded pallet or container on the antigrav pallet, and select the dynamic load test from your tricorder or PADD. The antigrav pallet will lift the load and shake it on all three axes to verify load integrity. The computer will tell you if anything needs to be rearranged or tightened down.

As much as possible, assure that each container or pallet is a similar total gross weight—you don't want the aircraft to suddenly and drastically change center or gravity when an unusually heavy pallet leaves the craft. Also, make sure that the most critically needed supplies are somewhat together. You may not want ALL critical supplies in one container—just in case something happens to it—but you do want to distribute them in the first part of the total load, as opposed to evenly throughout, or near the end (see below).

Attaching the Delivery System

Will this be an airdrop? If so, you will need to be sure each container has the appropriate size and number of parachutes, and that the parachute rig is attached so that the load will be centered when the parachutes are deployed. A swinging or spinning load may foul chute lines and spell disaster. Will the drop use a static line, or a timed or altitude chute release? If the cargo will fall for any appreciable distance before chute deployment, it must be meticulously weighted and shaped so that it maintains the proper orientation for chute deployment.

If the drop is antigrav-only, make sure each container has the proper antigrav power to decelerate the load evenly and smoothly. If the drop will be made by transporter, you will have a lot more leeway since the loads will only have to be

balanced for secure transport. If they survive the trip, they'll survive beaming just fine (just make sure your beaming coordinates are centered on a nice, flat piece of land).

! CAUTION !

Even if you have the facilities to replicate a parachute, never try to save time by replicating it in the folded and packed configuration. Always lay it out for inspection and rig it conventionally. All the time saved in the galaxy won't make up for a replicator failure that causes a nonfunctional chute to destroy your cargo and potentially hurt someone on the ground.

Loading-Up

Once you have loaded-out your pallets and containers and attached the delivery equipment to each, you are ready to load them onto the delivery craft. For an airborne delivery, this will likely be one of the SFMC's aerospace craft like the T-8 Albatross. For an orbital drop, the drop may be made from aerospace craft or from a starship.



An image of a training air drop gives you a good idea of what cargo drops look like, but there would be several differences in a real SpecOps drop. First there would typically be less cargo in a SpecOps drop; second, clear T-5 chutes would be used; and third, the drop would undoubtedly be at night (preferably with no moon or moons).

advice should weigh heavily.

SpecOps air delivery operations are normally carried out by a single aerospace craft flying at low level, over difficult terrain, in conditions of poor visibility, and making frequent changes of course. Basically, doing all the things a pilot would normally go out of their way to avoid. That is why your load must be so meticulously secured (and also why you shouldn't eat a big meal beforehand). To make matters worse,

In any case, you will be working with the craft's loadmaster to properly secure the cargo on the craft. The loadmaster is ultimately responsible for how the cargo is loaded into the craft, so it is important to work *with* them, not against them. The order in which you load the pallets is crucial—you may not get to deliver your entire load if you encounter problems during the drop. Make sure you have loaded all critical supplies together, and make sure those containers are loaded on the drop craft last (so they will be dropped first).

The Drop Zone

While the SpecOps Commander has the responsibility for selecting the DZs, it's the air unit carrying out the mission that decides whether or not to use them. That may strictly be the pilot's call if the problem is weather or enemy detection/fire preventing you from reaching the DZ. But once there, if adverse conditions exist, the decision of whether or not to drop may be up to you. The pilot is responsible for all operational decisions involving the flying of the mission. You cannot tell him what route to take, or what altitude to fly. Equally, he will not tell you which equipment to load and drop. The question is, where do his and your authority cross? As ADSSIC on the mission, it is your decision as to whether or not you drop, but the pilot's technical

you will have to be pinpoint accurate with your drop, since there will likely not be an opportunity for a second pass on the DZ.

Dispersion

When an airdrop must be used, you will have to consider dispersion in your drop plan. A good DZ will be round or square, but your cargo will naturally land in a line parallel with the course of the aircraft. Dispersion—the distance between the points where each component will hit the ground—is mostly controlled by the aircraft's speed and the time it takes you and the loadmaster to get the whole consignment out the hatch.

The rule of thumb for low-level operations is that half the speed of the aircraft in knots, multiplied by the time it takes to get the whole shipment out of the aircraft in seconds, will give the dispersion in meters on the ground. This is the critical distance, because it determines how long the DZ needs to be for you to get your whole shipment off.

Hopefully, the SpecOps team will already have figured this distance and built in a 100-meter safety margin on either end of the run. But you and the pilot may have to decide if he can afford to go as slow as he will need to in order to get your whole load off. If it is not safe to slow down that much, you may have to call for an alternate DZ, scrub the drop, or only drop what you can. Typically, the alternate DZ is worse than the primary (which is why it's the alternate), so you'll likely have to choose between the last two. That decision should be the consensus of you, the pilot, and the SpecOps Commander whenever possible.

Hot or Unsecured DZs

If a DZ is "hot" it is taking or subject to enemy fire. This is a problem as your team on the ground will likely not be able to collect their much-needed supplies. The same is true for a DZ that is unsecured or has been secured by the enemy prior to the drop. If you receive word from the SpecOps team that the DZ is hot or that they have failed to secure it, go to the alternate DZ according to the contingencies formed in the mission planning stage.

Problems

You can never expect 100 percent success with any piece of equipment, and that must be taken into account in planning the mission. Murphy's Law is as real as any law of nature.

An important part of your mission planning with the pilot, loadmaster, and SpecOps liaison should be deciding at what point casualties or mechanical failures will lead to the mission being nonviable. If planning is so tight that the loss of one pallet puts you over that limit, you have very poorly planned. However, a series of problems may strike, and at some point, you must know when to call it in and try again as soon as you can.



This is **NEVER** something you want to see when approaching a Drop Zone. While every effort should be made to complete your drop, dropping onto a hot DZ is not an option.

"Geronimo!"

Once the pilot lights the green "drop" lamp, you need to get cracking. You and the loadmaster will likely work together to eject the containers from the aircraft in the swiftest manner possible while maintaining safety margins. You and the loadmaster will have already discussed with the pilot how the center of gravity of the craft will change during the drop so that he can compensate as the consignment leaves

the plane. In the old days of airborne ops, it was the job of special ADS personnel known as “pushers” to get the cargo out of the hatch. Now, however, you will likely be doing it on your own with an automated system of antigravs.

Signal Corps: Staying Connected

Operating the MULTI-LINK system may be your single most important task as a Signal Corps Radio Operator. When you are assigned to a Light Infantry Platoon as their Radio Operator, you may well hold their lives in your hand. Your ability to keep them in touch with each other and with their higher headquarters, fire support, and medical support will be a key factor in their success. Here are some things for you to keep in mind in this assignment.

Get the Right Equipment

When you first arrive at your Infantry Platoon, make sure you have all the gear you need before going into the field. You are the Signal Corps representative here, do not expect the Infantry soldiers to know the Signal Corps inventory, or to know if all the parts and accessories you need are in working order.

First, be sure you have a functioning MULTI-LINK. Perform a Level-1 self-diagnostic, and then take it to your maintenance section to have an independent diagnostic performed. Specifically test every frequency group your unit will be using. Check encoding and decoding subroutines, and be sure the forearm PADD control interface is functioning properly in the visible and infrared ranges.

Next, check that all of the items on the assignment-required equipment list are in your issue immediately report any shortages or damaged equipment to supply and requisition replacements if necessary. Check that you have a collapsible antenna as a backup to the integral antenna. And make sure you have *two* spare charge packs and a functioning recharging adapter (top off your packs at every opportunity). Perform a full field maintenance check on all issued equipment including accessories and spares.

! CAUTION !

Do NOT omit the infrared PADD test just because your PADD is operating normally in visible light. Maneuvering in the dark under total light discipline is NOT the time you want to find out the infrared display doesn't work!

Get Your Frequencies & Nets

You should be presenting at all operational planning sessions to be sure you can anticipate the unit's communications requirements. That includes memorizing authentication codes, call signs, and all the nets and their corresponding frequency sets (freq sets) to be used during the mission. The purpose of establishing nets is to minimize the overall radio traffic on the battlefield (i.e. - an infantryman doesn't need to hear an ambulance requesting supplies from an aid station). Each net is assigned a freq set to use for the duration of the mission.

You will monitor all the nets in use by and with your unit. However, some nets are monitored in the background, and some in the foreground. When a net is selected for foreground monitoring, you will hear all traffic on the net in your earpiece. When background monitoring is selected, the MULTI-LINK's computer monitors the traffic, keeping it out of your earpiece. It will automatically bring the net to the foreground if it detects any number of key words, phrases, call signs or signals that you program into it. It will also bring up any net where a call is being placed specifically to you or your platoon leader. Nets that are likely to be identified for most Infantry operations are as follows:

- **Squad Net:** The net that squad members use to talk to each other. It is isolated from the rest of the platoon to minimize extraneous traffic. You will have either three or four squad nets to monitor. These nets are normally background monitored.
- **Platoon Net.** This net is just for the squad leaders and the platoon leader so that they can talk to each other. This is isolated from the rest of the company to minimize traffic. You will monitor this net in the foreground at almost all times.
- **Company Net.** This is the net on which the platoon leader will communicate with his headquarters. You do not control this net, but you will monitor it in the foreground.
- **Fire Support Net.** This net is dedicated to calling in fire support for the platoon—usually Armor or orbital fires. Your spotter will be on this net as well as the platoon net, but you must be able to link anyone else to this net directly (see note). This is a background net.
- **Air Support Net.** Your close air support (CAS) operates on this net. When calling CAS the platoon leader or spotter will give the position to assigned CAS spotters or controllers who will then direct aircraft (see note). This is a background net.
- **Med Net.** This will be the net on which your medical support operates. Your platoon medic(s) will be on both the platoon net, and the Med Net. You monitor the Med Net in the background.

NOTE:

Normally, only trained spotters are allowed to call fire. In close quarter combat a slight miscalculation can wipe out your unit or waste precious time and ammo.

There are one or more spotters assigned by the supporting artillery to each platoon, and they are positioned to see forward and to each flank of the unit they are supporting. They respond to the platoon leader's needs. For air support, only flyers or FACTS-trained soldiers may be spotters since they must be able to give the aircraft the direction, speed, altitude and angle of attack as well as the position to make sure a miss of a half-second or a skip does not land in your lap.

The only exception to trained spotters is "we are being overrun call fire on my position" which can be given by anyone with a radio who has a lot of guts and has prayed his hole is deep enough to protect him. Surprisingly, this is called a lot more often than you would expect—and it often works!

Get to Know Your Unit

Learn how your platoon and squad leaders operate and try to anticipate what they will want from you. Find out which platoon members have experience or interest in running the MULTI-LINK, and train them on its basic operation in case the need arises for someone to take over for you. And if at all possible, get to know the sound of the voice of every person in the unit before going into the field. This last point cannot be overemphasized. In the heat of battle, radio discipline can break down, and you need to know who is screaming for help on the net. It may take time to learn the voices of 40 or 50 men, but it is time well spent!

Get Going

When you are as prepared as you can make yourself, it is time to head for the field. Before doing so, though, it is a good idea to divide up some of your gear. Have others in the platoon carry spare parts, backups, and accessories if you can so that everything is not concentrated in one place (and therefore vulnerable). Because of

your key roles to the platoon, you and the platoon medic will usually have plenty of offers of help in carrying things. Take advantage of them.

You may or may not be issued a phaser rifle (you will have a sidearm), but you will rarely get to use it. When the bullets start flying is the precise time you will be busiest running communications. You will have a wide variety of tasks, but certain ones naturally crop up more than others.

Hooking Up the Boss



For lengthy operations, the MULTI-LINK's forearm PADD can be removed and unfolded for a larger working surface.

You are the ears and voice of the platoon leader. Of course, he has his own I-LINK, but you connect him to whomever he needs to talk to, or whoever needs to talk to him. Your primary responsibility will be providing him with the communications he needs. Remember, his I-Link has a range of only 800 meters under the best conditions. To speak to fire support, medical, company, etc., he needs your capabilities and the range of the MULTI-LINK.

For these reasons, you should setup your MULTI-LINK before heading into the field with two important defaults. The first is Platoon Leader I-Link Priority (PLIP) which allows the platoon leader's transmission to override any other transmissions you are receiving. You can override this when circumstances dictate, but platoon leader priority should be the default.

The other default setting should be Automatic Signal Relay (ASR). Choosing this option allows the Marines assigned to nets with distant receivers to use the signal relay capabilities of your MULTI-LINK without needing you to set up the comm.

For example, if the platoon leader selects the fire support channel on his I-LINK, his local transmission will automatically be picked up by the MULTILINK and relayed at higher signal strength to fire support without you having to connect him. ASR and PLIP will save you a lot of switching on the battlefield, freeing you to concentrate on other comm issues like traffic requests.

Handling Traffic Requests

There may be various circumstances under which others in the platoon will need cross-communications with another net. In this case, you will likely have to make the required connection. An I-LINK normally is equipped with five programmable channels. Up to the first four will be preset according to task and position, the fifth is left open for traffic requests or customized connections. For example, typical settings for the Infantry platoon might look like this:

Channel	Platoon Ldr.	Squad Ldr.	Squad Mbr	Spotter	Medic
1	Platoon Net	Platoon Net	Squad Net	Platoon Net	Platoon Net
2	Company Net	Squad Net	Open	Fire Support Net	Med Net
3	Fire Support Net	Open	Open	Air Support Net	Open
4	Air Support Net	Open	Open	Open	Open
5	Open	Traffic Request	Traffic Request	Traffic Request	Traffic Request

You can rearrange these channels at will with your MULTI-LINK controlPADD provided the I-LINK is within range. Each I-LINK has an additional data channel (channel 6) that is invisible to the user that is dedicated to communicating with switching and networking devices like the MULTI-LINK. It is very important that you leave default settings alone as much as possible, though, and that you inform a soldier when you change his channel presets. His I-LINK will tell him what net each channel is assigned to, but in the heat of battle, mistakes are easy. Be sure everyone knows what is what!

If, for example, an infantryman needs to communicate on another net, he will call you with a traffic request. Traffic requests should be assigned their own channel so they are not lost in the jumble of other traffic on your headset (be sure you set the traffic request channel for foreground monitoring). If you have selected PLIP, you do not need to assign a Traffic Request channel to the platoon leader since his transmissions will always have priority on your headset.

You can preset the MULTI-LINK to handle certain traffic requests. For instance, it can automatically route an infantryman’s request for the Med Net to the platoon’s Medic (who already has access to the med net and can relay the message without your intervention). Automatic routing of traffic requests must be carefully programmed to avoid miscues. Traffic requests can always be handled manually by you routing the call on your forearm control PADD.

Radio Discipline

Nothing is more important in voice communications than radio discipline and signal security (SIGSEC). Getting the right channel will do you no bit of good if you can’t get your message across—or if the enemy can hear and understand it. Be sure you have checked and set your daily SIGSEC authentication codes. Use only current code keys and try never to transmit on a totally unsecure channel.

When speaking, remember RSVP (Rhythm, Speed, Volume, Pitch—see SpecOps Guidebook), and remember previously established procedures for calling fire, med support, etc. Speak deliberately and clearly at all times.

When placing a call, always identify both yourself and the party you are calling to verify that you have the right person. Examples would be "This is Spike Two to Spike Six," or simply, "Spike Six, Spike Two." In the absence of modifiers, the first party is the party being called. Always repeat back what you have been told so the sender can verify that you understand the message. And when relaying a message, be sure to repeat the message back to the sender, and then transmit it as received.

Do not embellish or interpret anything.

Always assume the enemy is listening. Keep your transmissions as short as possible to avoid revealing your position. Never use real names, titles, or un-encoded positions or grid references. Stick to prearranged call signs (and make sure the call signs do not reveal position as in making the platoon leader "Spike Leader" or "Spike One").

Also watch your speech mannerisms: particularly unique ones can be a source of long term intelligence for the enemy.

Use standardized conventions (see side-bar) for transmitting information. If words are hard to pronounce or easily misunderstood, spell all or part of the word in standard phonetic alphabet (see side-bar). Remember that clarity and accuracy are paramount. If the party to which you are speaking is similarly following good radio discipline, they will repeat your message back to you. Listen carefully and immediately correct any mistakes or misunderstandings.

Military Intelligence: Putting it All Together



You can study maps and imagery for as many hours as you have in a day, but eventually, an intelligence estimate is going to come down to your ability to make an educated guess.

Perhaps one of the hardest jobs in Military Intelligence is that of All-Source Intelligence Analyst. It may not be as physically demanding as some of the gathering positions, but having the responsibility of seeing "The Big Picture," when all you are getting for input are little pieces, can be grueling in its own right. And you have more weight on your shoulders when it comes to being wrong: a bad intelligence estimate can mean thousands of lives on the battlefield. But then again, so will NO estimate. So you must say something, and it must be as close to

the actual facts as it can possibly be.

Source Information

What sources will you use to form your intelligence estimate? Will you choose a little of everything? Will you rely on imagery alone? Do you have witnesses to interrogate?

Unfortunately, none of this is up to you. You don't get to pick sources—you get handed information. Sometimes you will know the source, sometimes the source is classified even from you. Certainly, you could make better decisions if you knew all your sources...but sometimes the risk of compromising a source is too great a threat. Whatever the case, you will have to make due with what you get. You can always ask for further information, specific imagery data, etc.—but don't hold your breath.

Know Your Decision Window

You will NEVER have all the information you need to make your intelligence estimate. That's why it's called an estimate. The most important thing to know in your decision tree is when you must cut your losses and make your report. Getting partial intelligence into the field in time to be useful is better than getting more complete information out after it's too late to be of any use.

It is best to know this decision window as far in advance as possible, hopefully when you are given your assignment. Usually, this will be part of your brief: "Review this data and give me your best guess on enemy strength and likely axes of movement by 1300 today." Now you can plan about how long it will take you to formulate a good estimate—say in this case half-an-hour. So you know that, barring any divine revelations on the subject, you need to stop gathering data by 1230 and get to work on your report.

Filling Holes

There will always be gaps in your information. Say that your brief above concerns an enemy infantry brigade. You may have forward observation reports from SpecOps teams—but they can only observe one flank of the brigade. You may even be lucky enough to have overhead imagery, but much of the brigade is under cover. You may have MI reports from the field, behind enemy lines, which indicate supplies and reinforcements going into the area, but the field agents don't know what forces were in the area to begin with. A POW interrogation report reveals some information that may be related, but you don't have the unit identifiers of all the subordinate unit's in the brigade, so you can't be sure. Finally, you have signal intercepts that show radio traffic concerning what are probably logistical requirements, but what may actually be movement plans...the interpreter's aren't sure. You're starting to get the picture, right?

As important as what you know (more important maybe) is what you DON'T know. Identify all the holes in your data, and try to fill them. One source may fill-in the blanks for another. For instance, the SpecOps teams may be lucky enough to be observing on the oblique, what the overhead sensors couldn't see. One gap down. Maybe the SIGINT can be matched up with the resupply traffic analysis to see if it is indeed a logistical request or a movement plan. Some holes, though, will not get filled with facts.

Guessing

Now it's time to earn your paycheck. If you had all the facts, you wouldn't be needed, so now it is up to you to look at what you have and extrapolate on what you don't have. Some good possibilities for finding gap-filler:

- History is a good place to start. If the last 12 times the enemy did B after they did A, then you'd probably want to guess B again the next time you saw A.
- Your Trends & Profiles people are another good source to check. They are trained to see patterns that many others look right past.
- You can also make certain guesses based on your knowledge of the enemy's culture, doctrine, and established behavior patterns.
- Your knowledge of sound combat operation procedure will also be crucial.
- You can consult the computer for probabilities of enemy action, but unless your enemy IS a computer, their actions will undoubtedly deviate from computer predictions.

In our example, you may see from the resupply report that the brigade has requested a good deal of food and water. You may already know that the enemy doesn't bring in a large supply of these items unless it is planning on moving a good distance from its staging area. You then check the map to see what the most likely targets are based on the range of movement you expect. This will establish likely axes of movement.

Never Underestimate the Power of Stupidity

Don't assume the enemy won't do something just because you think it's a bad idea. You must see things from their point of view. During Earth's World War II, Allied commander Field Marshal Montgomery led a daring airborne assault in an attempt to break the German front lines in Belgium. Although it fell short of its mission objectives, Operation Market Garden did enjoy some success—due, in large part, to the German's lack of preparedness for Montgomery's assault. The German's thought that Allied Supreme Commander Eisenhower would be a fool to allow Montgomery to lead an assault on the German front lines, assuming that he would

let his General Patton lead the assault from the south. In fact, Market Garden's ultimate failure was due to the fact that the British First Para practically landed on top of a German Panzer Division that was sent to Arnhem, Belgium, to rest and regroup before Patton's expected assault.

NOTE:

When sizing up potential targets, it is crucial to see things from the enemy point of view. Don't think of what YOU consider a good target, think of what THEY consider a good target. For example, in early conflicts with the Klingons, we wasted time and assets defending what we thought were splendid targets for the Klingons. Turns out, the Klingons thought there was "no honor" in attacking such targets, and we lost large numbers of men and equipment in other areas that could have been saved with the additional defenses wasted on 'soft' targets.

Knowing Your Limitations

It is not only important that YOU know your limitations, but that **EVERYONE ELSE** know your limitations too. Your report should make clear what is fact and what is educated guess—and just how educated it is. A battlefield commander will react very differently to these two reports:

- **Report One:** "The enemy will move south at dawn in two days."
- **Report Two:** "The enemy appears to be building up to movement strength. According to current resupply levels, the process will likely be complete in two days. At that time, they will probably move south based on our estimation of their range of movement (1000km) and the likely targets within that range (the supply depot at grid 34.08.23 by 67.00.00). Threat doctrine calls for such movements to be conducted during morning twilight, so you should expect movement around local dawn."

From where you sit, these two reports might say the same thing, but the accuracy of report two will be invaluable to the commander on site.

Making Your Report

Once you have assembled a report that is as accurate as you can make it, and making sure its language clearly indicates what is fact and what is estimate, you should deliver it quickly and clearly. Make sure everyone who needs a copy, gets one.

If the report will be classified, make sure you prepare additional reports in every classification level under the highest one you write—not everyone will have the same clearance for information. If you prepare only a "Secret" report, and one of your end users needs a "Confidential" version, someone else will have to decide what parts of your report are important and which should be declassified and passed on. Don't let this happen—make sure YOU prepare a "Confidential" version at the same time you write your "Secret" one...and prepare an "Unclassified" version as well.

Information classification levels

These are the main types of classified information and the colors that represent them in document cover sheets and security access badges:



Top Secret (purple): Compromise of this information presents a grave danger to Federation Security.

Secret (red): Compromise of this information presents a substantial threat to Federation Security.

Confidential (green): Compromise of this information presents a threat to Federation Security.

Classification qualifiers

These are further specifications that may be put on information classified at any level:

SCI - Special Compartmented Information.

LIMDIS - Limited Dissemination.

COMSEC - Communication Security Information.

Eyes Only - No copies may be distributed or checked out.

CRYPTO - Cryptographic Security Information.

Follow Through

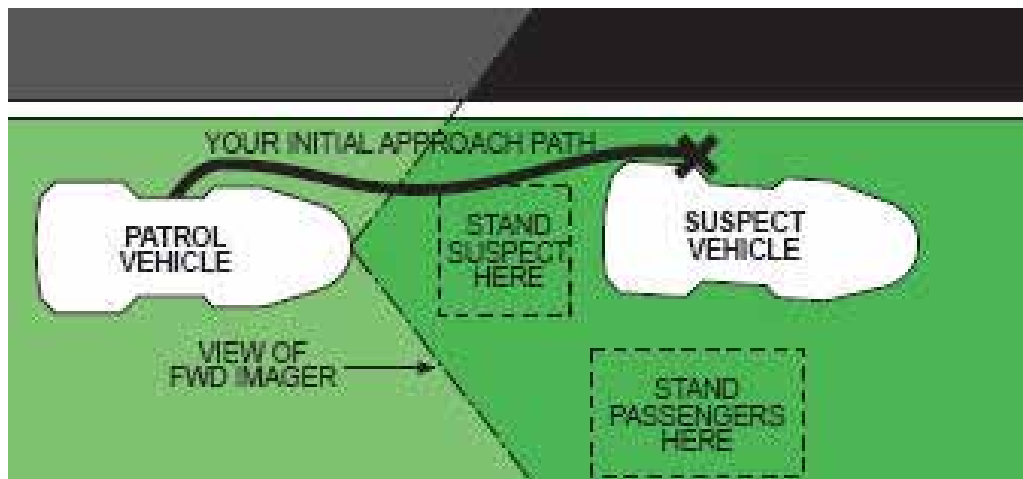
Personally confirm that your report made it to everyone it needed to by the deadline. Don't assume someone else will handle it. Also, monitor the outcome of your estimate to check its accuracy. Note what you were right about and what you were wrong about so that you can make adjustments the next time. If possible, find out what the end users found useful about your report, and what would have made it more useful to them. One doesn't traditionally think of "customer satisfaction" as being a part of the intelligence business, but it is, in reality, a paramount concern. If the customer's perception is that your estimates aren't worth listening to, they will fall on deaf ears. Be sure you know you are helping, and always look for ways to improve.

Military Justice Command: Making A Traffic Stop

As a Military Police Officer, you must deal with situations ranging from the dangerous to the ridiculous. During wartime, you may provide perimeter security on the battlefield, and during peacetime you may be teaching pedestrian safety to base schoolchildren...and everything in between. In your law enforcement role, one of the commonplace activities—and one of the most *potentially* dangerous— you will take part in is a traffic stop. Ground vehicles (usually skimmers) are a regular part of most planetary installations (and some larger space stations), and their drivers can and often do violate the base rules for ground vehicle operation. When that happens, it is your job to stop them and, depending on the situation, present them with a citation for the violation, a warning, or a notification of mechanical failure.

The problem with vehicle stops is that you rarely know ahead of time who you are pulling over. It could just be a Marine on their way to work, a dependant going to the PX, or a terrorist trying to drive a bomb through your barracks. That's what makes vehicle stops an occasionally dangerous part of your peacetime mission.

To Stop or Not to Stop



This illustration shows vehicle positioning and other key information regarding a single vehicle traffic stop. Refer back to this illustration as you read through the example.

Not every violation you witness requires a traffic stop. Unlawful speed below 20kph over the posted speed limit, failure to properly signal, and a variety of other relatively minor violations can be handled with an insti-ticket: just punch the vehicle ID (VID) number into your tricorder, and a citation will automatically appear on their record and be sent to their comm account.

More serious violations will require a traffic stop. You may also make a traffic stop for minor violations if you feel you should. You can even make a traffic stop based on probable cause that the driver or one of the passengers may have committed a crime. In these latter cases, use your judgment and keep your intelligence up to date on outstanding warrants and suspect and vehicle descriptions.

If you decide to stop a vehicle, position your vehicle a safe distance behind it and match its speed. Now is a good time to run the VID to check for possible warrants or criminal history. If the VID returns a danger or caution flag, immediately call for backup before attempting your traffic stop.

Most times, however, the vehicle will be clear. Turn on your emergency signals to indicate to the driver they are to pull over. If emergency signals fail to get their attention, attempt to hail them via communicator. If this fails, use your siren and/or loud hailer. Do not attempt to force their car to the side of the road or in any way force them to pull over without getting assistance. If the suspect will not respond to normal measures, get help before proceeding.

On the Side of the Road

Once the vehicle has stopped, you should run the vehicle ID if you have not yet done so. In this day and age, it should never take more than a minute or two to for your tricorder to communicate via your vehicle datalink to base and get a report on a VID—so wait for it. Know as much as you can about the vehicle before approaching it. When the VID report returns, check the facts. Make sure the vehicle description matches the VID report to guard against a stolen VID.

Before exiting your vehicle, inform the driver (via communicator or loud hailer) to turn off their propulsion system. Verify they have done this with an infrared scan. Tell them to put their hands in plain sight on the controls or in the air (use your judgment based on the type of vehicle and the visibility you have of the cockpit/cabin).

At this point you are ready to exit your vehicle. Make sure your phaser is armed and set for stun, just in case. Remove any safety strap on the holster so that you may draw quickly if needed. Be sure the user ID safety is on. There will never be a situation where you will need to draw your weapon and fire faster than a traffic stop gone bad, so be ready.

! CAUTION !

If a VID or driver ID report ever comes back with a "Caution" or "Danger" flag, call for backup immediately. Caution Flags are issued for all outstanding felony warrants. Danger flags indicate a suspect is likely to be armed and violent. Use extreme caution in dealing with suspect vehicles or driver's with these flags on their record.

Approaching the Vehicle

Approach the vehicle from the rear on the driver's side. Stay close to the vehicle so that you do not present an easy target (and so that you can use the vehicle for cover if necessary). If this is a bad guy, and he's going to shoot you, you want to make it as hard as possible for him to turn around and try. If at any point in your approach the suspect makes any sudden or threatening moves, stop your approach. If appropriate, draw your weapon and take cover.

When you reach the driver's hatch or window, stop short of coming even with the driver. You want the driver twisting around uncomfortably to look at you. At this point (and as soon as you can during your approach) you should be scanning the interior of the vehicle for weapons, contraband, or other suspicious materials and/or persons.

Staying Calm

You may be getting the idea that you are likely to be shot at every time you stop a vehicle. That is not the case at all. In fact, based on incidents over the last 20 years, you have less than a 1% chance of accidentally stopping a violent criminal. Still, 12 officers were killed last year alone during traffic stops. Temper appropriate caution with common sense. Remain calm and polite, but do not let down your guard. By all means do not treat every suspect as if they are a dangerous criminal. Be professional, but never complacent.

Identifying the Suspect

Now is the time to get an ID on the driver, and any other occupants of the vehicle if you think that's appropriate. Check any ID the suspect offers you. If you think it's necessary, you can check it against a tricorder scan of the suspect. Make sure you are comfortable that the person is who they claim to be. Of course, you will run that identity through the tricorder, just as you did the VID. Again, if a danger or caution flag returns, call for backup—you will likely draw your weapon and/or place the suspect under arrest. Use your judgment and don't try to be a hero. If there are one of you and four of them (and you clearly cannot stun them all simultaneously), discretion may be the better part of valor in the form of a return to your vehicle. It will depend on the circumstances.

The Citation

At this point, there is a 99% or better chance that this will be a routine traffic stop. You have a clear VID, and now a clear driver ID. Proceed normally, but don't let your guard down. The odds are definitely in your favor, but they will be even more so if you remain vigilant.

Have the driver step out of the car and follow you to the rear of the vehicle. If there are passengers, you should have them step out and stand off to the side of the car and away from traffic. You should be able to see everyone clearly at all times. Do not forget about passengers while you are talking to the driver. Try to keep yourself and all other parties within the view of your patrol unit's forward imager.

Tell the driver why you stopped him and listen carefully and professionally to what he has to say. Use your judgment in deciding about the citation. If you decide to issue it, use your cite PADD to scan the VID, scan the Driver's ID, and then fill in the proper items on the form. Get the driver's thumbprint and print him a hardcopy for his records. When done, send him on his way, but keep an eye on him and all passengers until their vehicle is back on the road. Avoid pulling your vehicle out ahead of the suspect's.

DUI

On most Marine installations, people rarely operate vehicles while under the influence of foreign substances these days—but it does still happen. Your biggest clue to suspecting DUI will be erratic driving behavior. Know what to look for: a constant swerving to one side of the road and then back to the center usually indicates a driver falling asleep at the controls. DUIs are rarely capable of returning their vehicle to the center of the road so competently. They will generally overcompensate in each direction, causing the characteristic swerving from one side of the road all the way to the other.

If you have probable cause to suspect DUI, you are authorized to perform a substance scan with your tricorder. If your suspicions are confirmed, immediately place the suspect under arrest. If there are passengers who are not under the influence, one of them may drive the vehicle. If not, call Impound to come and collect the vehicle. Wait for Impound to arrive before leaving the scene with your suspect, especially if there are intoxicated passengers involved—you don't want one of them deciding to drive home after you leave. While you're waiting for impound to arrive, download your substance scan results to your command center to provide a backup to your tricorder, and to start the booking process in motion. Your substance scan will be the key piece of evidence in these cases, so make sure it is accurate. Perform a confirmation scan with the command center's equipment once you arrive back at base.

Dangerous Driving

If the traffic stop was for reckless and/or extremely dangerous driving, you may wish to follow the above arrest, impound, and booking procedures. You are under no obligation to let a dangerous driver return to the controls of his or her vehicle. When following a reckless driver prior to the traffic stop, attempt to record his behavior with your patrol unit's imager. Download a copy of the imager's recording directly to your command center as you would your substance scan results in a DUI. This backs-up the tricorder and starts the booking procedure in these cases.

If It Does Go Bad

If at any point the traffic stop does turn into the worst-case scenario, you must react swiftly and decisively. Remember measured force: respond with only appropriately more force than you are met with. One advantage in today's law enforcement environment is the stunning phaser burst. You can stun everyone in the car in short order and sort out the bad guys later. This strategy only rarely produces deleterious side effects.

If these are truly dangerous criminals (say our terrorists from our earlier example), they may be wearing body armor. In this case you will have to escalate appropriately. Try never to use excessive force, but always safeguard yourself and the bystanders/innocents in the area. If you feel your life or their lives are in immediate jeopardy, respond with deadly force if necessary.

Keep your shots to short, controlled bursts. Avoid firing into the charge packs or fuels system of the vehicle. Find cover immediately if possible. Traffic stop gunfights generally take place within .5 to 2 meters between suspect and officer, and they are generally over in seconds. What gives you the advantage is discipline and training, so make sure you have both.

Following Up

In the case of a normal traffic citation, append any notes you may have to the citation in your PADD. Try to make pertinent notes about every citation, as they may help you in court should the driver contest the citation. A court date may take weeks depending on the jurisdiction and the availability of officers and JAG personnel for the court, and it will be difficult to speak knowledgeable about the stop based on memory alone if you do not take good notes. If you have made an arrest, you will need to file an incident report concurrent with the law or regulation violation in question. If the suspect is a Marine (it happens), you should call his commanding officer once you get back to the station. If the suspect is a civilian not under SFMC jurisdiction, you may have to call local authorities based on whatever local regulations and governmental agreements apply in your area.

If the worst has happened, and you have survived, you will have to file a shooting incident report. CID will have to respond to the crime scene, and you will likely be interviewed and scanned. You will immediately be assigned a counselor to debrief you on the incident. Most such incidents are caught on the patrol unit's imager (which is another reason you park behind the vehicle) and the officers are spared any investigation.

NOTE:

Regular Police only need to know the laws and regulations of their jurisdiction. You will need to know the laws and regulations of the Uniform Code of Military Justice that apply to SFMC personnel, AND whatever local ordinances apply to civilians and dependents in your locality.

Morale, Welfare & Recreation Command: Duties of the Staff Chaplain

The chaplain with overall responsibility for the religious affairs for a base, vessel, or installation is commonly referred to as the Staff Chaplain. The Staff Chaplain has many duties in addition to his counseling and religious duties, whether he performs these duties himself, or—in the case of larger installations— has a staff to assist him. These are some of the common duties and responsibilities you may undertake as a Staff Chaplain:

Preparing and Staffing the CMRP

The Command Master Religious Plan (CMRP) is the assessing, planning, staffing, resourcing, execution, and evaluation instrument for religious activities and training for the community, installation, and its subordinate units. Each unit chaplain will prepare the CMRP annually for the commander. Supervisory Staff Chaplains will consolidate the unit CMRP at the brigade, installation, or division level. A copy of the installation CMRP will be forwarded to the Support Branch Staff Chaplain.

A sound CMRP provides the maximum opportunity for free exercise of religion and accommodation of religious practices by Marines and their families. In order to accomplish this, you should work closely with unit and installation commanders to assure that your CMRP not only meets their goals, but also blends seamlessly with the efficient operation of these commander's personnel and their mission objectives.

Once you have formulated a CMRP, it will be your responsibility to see to it that adequate personnel and material resources are allocated to the effort of executing the plan. You will be responsible for the ultimate implementation of the CMRP and the work of subordinate staff members assigned to implementation.

Providing Religious Support to Authorized Personnel

The SFMC does not favor one form of religious expression over another. Accordingly, all religious denominations are viewed as distinctive faith groups and all soldiers are entitled to chaplain services and support. When facilities are shared, scheduling priority will be given to worship services conducted by chaplains and services that minister to the largest number of soldiers and family members. The Staff Chaplain will supervise all worship services held on a military installation.

NOTE:

Participation of SFMC personnel in religious services is strictly voluntary. However, personnel may be required to provide logistic support before, during, or after worship services or religious programs. Commanders will excuse Marines wishing to attend services, when attendance does not interfere with mission accomplishment. Sufficient time will be allowed for travel to and from such services. Marines with religious dietary requirements are authorized separate rations or replicator credits/programs.

Religious services conducted in military chapels and facilities are primarily for military personnel and authorized civilians. The SFMC is not required to provide religious support to non-Corps authorized personnel; however, military worship services are generally open to the public. This is your primary responsibility as a Chaplain, no matter what your staff or administrative responsibilities. The spiritual well being of the personnel in your charge should always be paramount in the execution of your assigned duties. Chaplains provide for religious support, pastoral care, and the moral and ethical well being of the command. Each chaplain will

minister to the personnel of the unit and facilitate the “free-exercise” rights of all personnel, regardless of religious affiliation of either the chaplain or the unit member.

Always remember that you are a teacher of religion and religious instruction. The chaplain is responsible to the commander for the religious education program at every organizational level. The Staff Chaplain will integrate the religious education efforts of subordinate chaplains in the CMRP.

You (and your subordinate chaplains) contribute to the spiritual well being of Marines and families of your command. You do this by developing a pastoral relationship with the members of the command and their families. Be available to them for pastoral activities and spiritual assistance. Contribute to the enrichment of marriage and family living by assisting in resolving family difficulties. Support sick and injured Marines and their families through hospital and home visitations, pastoral counseling, religious ministrations, and other spiritual aid and assistance.

Conducting Ceremonies, Rites, and Services



The base chapel at Camp Dranto is a replica of an Old-Earth based chapel from the United States.

Chaplains are required by law to hold religious services for members of the command to which they are assigned, when practical.

When you are conducting religious services, you will usually wear the military uniform, vestments, or other appropriate attire established by church law or

denominational practice (the chaplains scarf, stole, or tallit may be worn with the uniform). You are authorized to conduct rites, sacraments and services as required by your respective denomination. You will not be required to take part in worship when such participation is at variance with the tenets of your faith.

Upon command orders, you may be required to conduct or assist in arranging for burial services at the interring of members of the SFMC, retired SFMC personnel, and other personnel as authorized by SFMC regulations and applicable law.

You may perform marriage ceremonies for authorized personnel upon request in accordance with the laws of the locality where the marriage is to take place, and if the requirements of the your denomination and local standing operating procedures are met.

You may provide religious support for confined personnel and Marine personnel in foreign or civilian confinement facilities, and assist in their rehabilitation.

Advising the Commander

The Staff Chaplain has direct access to the installation commander. Use this access judiciously to keep the commander apprised of the spiritual and moral well being of his command. You will likely be called on to advise the commander and his staff on matters of religion, morals, and morale. These matters might include the religious needs of assigned personnel; the spiritual, ethical, and moral health of the command; the humanitarian aspects of command policies, leadership practices, and management systems; plans and programs related to the moral and ethical

quality of leadership; and chaplain and chaplain assistant personnel matters and related funding issues within the command.

Other Duties

You will, of course, have a wide range of other duties as Staff Chaplain. Some of these may include:

- Defining and establishing peacetime and wartime chaplain mission statements for the installation.
- Coordinating and reviewing chaplaincy force structure at the installation, and making recommendations on the assignment of chaplains and chaplain assistants to the commander.
- Coordinating and supervising the activities of civilian contract clergy and volunteer personnel.
- Establishing and executing chaplaincy mobilization and contingency plans.
- Planning, conducting, assessing, monitoring, and supporting training of chaplains and chaplain assistants assigned to the installation and tenant organizations.
- Coordinating and reviewing chaplain-related military construction.
- Serving as the installation commander's liaison with civilian religious groups.

Duties You Will Not be Assigned

Chaplains have a unique status in the SFMC. As a Staff Chaplain, you have a dual role as a religious leader and a staff officer. In performing your duties, you do not exercise command, but rather staff supervision and functional direction of religious support personnel and activities. There are very specific laws and regulations that define the position of chaplain, and there are specific types of duty to which you are prohibited from being assigned.

By law, a chaplain is a qualified and endorsed clergy person of an SFMC-recognized religious denomination or faith group (there are at present over 450 of these). Chaplains are noncombatants and will not bear arms. The proper title for a chaplain is "chaplain" regardless of military rank or professional title. When addressed in writing, the chaplain's rank will be indicated in parentheses.

The same law that defines chaplains gives the parameters of their duties. Commanders may detail or assign chaplains only to duties related to their profession.

Chaplains may perform unrelated duties only in a temporary military emergency. Chaplains may volunteer to participate or cooperate in nonreligious functions that contribute to the welfare of the command. Commanders will not—

- Detail a chaplain as an exchange, athletic, recreation, drug or alcohol, graves registration, welfare, morale, dining facility, personal affairs, information, education, human relations, next-of-kin notification, suicide prevention, or dependant welfare officer. However, in the event of the death of a chaplain, chaplain(s) will be appointed to assist Summary Court Officers in review of confidential records and personal effects when next-of-kin is present.

- Assign a chaplain as military judge, trial or defense counsel, investigating officer, member of a court-martial, or member or adviser to investigative boards of officers. Chaplains may be required, however, to conduct inquiries into chaplain-related activities or incidents.
- Require a chaplain to serve in a capacity in which he or she may later be called upon to reveal privileged or sensitive information incident to such service.

Public Affairs & Protocol: Writing a Press Release

One of the most common jobs of SFMC News Service personnel is writing press releases for Federation and local media. The job of the SFMC News Service is to keep the public informed about SFMC operations, and to present a balanced view of Corps operations to the media. Therefore, developing your skill at composing press releases is critical to your success with the News Service.

Purpose of a Press Release

A press release is a written message, usually transmitted electronically but occasionally delivered via hardcopy that is designed to tip off the media to a good story or to serve as the story itself after being edited. It may be intended to get publicity for an event; to announce changes in personnel; or to detail or announce a particular action, exercise, operation, or maneuver.

Writing Style

Every press release should be written with the expectation that it will be reproduced verbatim, but never expect that it will be. You can bet that editors won't be inclined to use a poorly written release that needs a grammatical overhaul, or to trust the accuracy of a poorly constructed release with facts omitted.

Usually, you will write your release in the traditional inverse-pyramid style of straight news reporting. Here, the most important information is placed at the head of the story, with items of correspondingly less importance placed farther down. If the editor of the media receiving the release needs to trim the story to fit the time or physical space they are willing to give it, they can do so with minimal effort. Be sure to answer the "Who, Where, When, How, and Why" of the story in the beginning of the release.

Occasionally, you will write releases in the more conversational style of feature articles. Feature stories are usually a little more relaxed in their approach to the subject matter, but they are not necessarily longer than straight news stories. A report on the arrival of a new base Sergeant Major is straight news. A biographical sketch of the new Sergeant Major that includes her service record, former postings, and her feelings on her new assignment is a feature.

Types of Press Releases

- **Hard News.** Hard news is usually a timely report on something that has happened recently. It may be good news or bad news, but it is unquestionably news—without regard to the interests of the Corps. Hard news might include an incident that occurred on base such as a fire, an attack by or on an SFMC unit, the death of a Marine, a deployment announcement, etc. You have an obligation to report hard news items in a straightforward manner. If the hard news item deals with SFMC issues beyond your locale, or the release will be issued to agencies outside your locale, you should consult with your P&P higher headquarters before issuing a release (if possible).

- **Soft News.** New equipment and tactics, community relations events, achievements of local Marines, human-interest stories, or biographical sketches are examples of items that will reflect favorably on the Corps, but aren't normally considered breaking news. Commentary on local or interplanetary affairs fall somewhere between hard and soft news, but you should use caution with these type of releases: make sure you are not issuing a position statement that may put the Corps into an awkward position (see below).
- **Announcement of Coming Event.** Announcement releases don't usually run as entire stories. Instead, they are usually incorporated by the media into calendar listings or the like. Examples of such announcements will be open houses, appearances by demonstration teams, and appearances by the Corps in the local community, VIP guest speakers, etc.
- **Personnel Changes.** Promotions, reassignments, and changes of command are typical subjects for personnel releases. These type of releases may or may not make the major news media, but will undoubtedly find their way at least to the media in or near the base community.
- **Statements of Position.** If the Corps goes on record as stating it is against a certain piece of legislation, for example, it is considered a statement of position. Such statements are rare in the Corps, especially at the local level of a base community. Position statements should always be carefully worded and approved by the local commander, or by higher headquarters if the statement will have wider-ranging ramifications. Normally, position statements are made at SFMC Headquarters and will not be a part of most News Agency duties.

Writing Your Release

The release you send out will be judged by the news media on how much interest they hold for the general public (or at least the media's target audience). A story that has little audience-interest won't stand a chance of getting run no matter how brilliantly it's worded. On the other hand, a poorly written release can kill a good story. Therefore, it is crucial to develop you skills so that you can meet the delicate balance that will make editors want to run your releases.

First, organize your press release correctly. Your message header should include the name of the person to contact for more information (usually you or your command's Public Affairs Officer), your communications contact code, and—if the communications system is not always monitored—what times you or the contact person can be reached.

Your header should also include the release date. In most cases, your releases will be intended for use as soon as they are received, so simply state, "For Immediate Release." If you are giving advanced notice for some event (the text of a speech to be given by the base commander next week for example), you will want to "embargo" the story until after the speech is made. Your commander will not be pleased to see his speech in the local media prior to his actually delivering it.

! CAUTION !

Be very aware of how your release may be interpreted by local media, especially if there is tension between the civilian and military population in the area. You can expect the Federation News Service to cut you a break, but you'll get no slack from the locals. A simple press release can turn into an international incident if you're not careful.

To embargo a story, indicate the proper release date/time in the header. For example, "For Release 1300hrs on Stardate 9903.08." Make sure the release date appears prominently—you may even want to make the date larger, a different color, or flashing in order to catch the editor's attention. The reason for releasing advanced information is to make things easier for the reporter and/or editor...thus increasing your chances of getting your release used and getting better coverage.

After the release date and contact, enter the headline. The headline should be a no-nonsense summary of the story. Don't try to come up with catchy phrases that leave no clue as to what the story is about. And don't expect your headline to be used as is—it is the policy of most media to come up with their own headlines based on surrounding content, space available, etc.

The beginning of the story should also include a dateline if it will be transmitted outside your locality. A dateline indicates the place where the story took place or from where the report is being issued. There is no need to dateline a story if it will remain local. Local media do not typically dateline stories that take place in their own community.

An optional addition to your release is a "pronouncer" for difficult names. This is a text subroutine that will highlight the difficult name in the release. It will then provide proper pronunciation for the name when the reader selects the name. In a hardcopy release, simply spell the name phonetically after a note to the editor (i.e. - EDITOR'S NOTE: G'Daan is pronounced juh-DAHN).

Because broadcast newspeople read releases aloud, they will usually rewrite them to sound more natural. They expect to do this, so it really isn't incumbent upon you to write separate releases for such broadcast media. You will, however, want to write in this style for broadcast public service announcements.

Using Attribution

Be sure that if you make any statements of opinion or questionable assertions that you use attribution. No editor in their right mind would use this release:

"On stardate 9908.12 the Starfleet Marine Corps' Aerospace Demonstration Team, the Black Arrows, will perform at Marine Corps Aerospace Station, Sarduk. The Black Arrows are the best aerobatic team in the Federation."

Used verbatim, this release would put the media in the position of endorsing the Black Arrows as the best. The editor of the media may or may not actually think the Black Arrows are the best, but he certainly will not put his media in the position of having to say so. However, the editor is very likely use this:

"On stardate 9908.12 the Starfleet Marine Corps' Aerospace Demonstration Team, the Black Arrows, will perform at Marine Corps Aerospace Station, Sarduk. The Federation Committee for Aerobatic Competitions (FCAC) recently rated the Black Arrows as the best aerobatic team in the Federation."

With the release phrased like this, the editor is off the hook. The FCAC says the Black Arrows are the best, and they are a known and respected source. Another way to handle this would be to include an actual quote from the FCAC.

Public Understanding

We work in an environment filled with technical jargon, acronyms, and the like. It is easy to forget that not everyone is well informed about these matters as we are. Avoid jargon, acronyms, verbal shortcuts, etc. in writing your releases. Try not to use even the popular "SFMC" unless you spell it out the first time it appears in your release as in, "Today, the Starfleet Marine Corps (SFMC) announced..." When in doubt, provide definitions for all technical terms. Editors would rather trim excess information that have to go searching for facts or definitions they need.

Triple-Check Information

The need for checking information cannot be overemphasized. A mistake in your release can, at best, cause an editor to doubt the quality of your reporting and the usefulness of your release. At worst, it can cause public embarrassment to the Corps or even actual harm to persons or property. Make sure all information in your release is factual and accurate!

Helpful tips for press releases

If you use a dateline, any addresses given in the story are assumed to be within the place of the dateline. If there is no dateline, the city, region, or planet must be identified.

If your release will be issued beyond your locale, ALL dates/times in the story should be expressed in both local date/time and stardate/universal time index. When announcing events, always give the complete time and date.

When announcing events, be sure to indicate whether or not the event will be open to the general public, and if there will be an admission charge (and if so, how much it will be). And don't forget the location!

When writing an obituary, never, ever, leave any doubt as to the date of death. Also indicate the age of the deceased and the cause of death.

If you mention an expert source in your release, give their credentials or qualifications.

Avoid editorializing in news and position statements. Phrases like "only a suspended sentence" or "a revolutionary new process" are unprofessional and appear biased. This hurts your credibility not only with this story, but with all future stories you send to the same media.

Research & Development: The Research Process

The R&D Command is heavily populated with highly experienced and knowledgeable officers and civilians with advanced degrees. Naturally, new recruits can feel a little intimidated. The R&D Command has found that giving recruits a basic understanding of the fundamentals of research can mediate this feeling. With a solid understanding of the concepts common to most types of research, a new recruit doesn't have to feel so overwhelmed on their entry into the field.

Basic Research

Most all research falls into one of two general categories: basic or applied. Basic research strives to understand better the universe we live in. Its goals are to discover or learn more about the basic laws of nature. While basic research is often conducted with no practical goal in mind, it has great importance because it supplies the fundamental knowledge for all applied research.

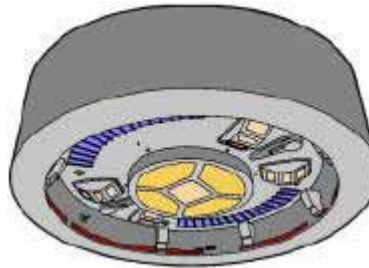
Basic research is exceedingly difficult, if not impossible, to plan or direct. Results are usually equally unpredictable, since basic research consists of exploring the unknown. Each new step is planned and chosen based on the results of the previous step, so that such projects are almost constantly a work-in-progress. But the results of basic research can have far-reaching effects on our worlds. For instance, the transporter was invented based on the findings of basic research into the quantum energy states of atoms.

The R&D Command conducts some basic research. Various programs receive funding based on their potential for applicability to the various aspects of warfighting. Given the frequent lack in practical goals for basic research, however, this type of research is not commonly undertaken in the Command. In the Federation, Starfleet's Science Division does most basic research conducted by the military.

Applied Research

Applied research aims at some specific objective, such as the development of some new product, process, or material. It endeavors to apply what basic research has discovered toward a specific end result. Applied research is the real bailiwick of the SFMC's R&D Command. For instance, the application of the fundamental knowledge of magnetism and superconduction led our engineers to the development of electromagnetic projectile weapons that were small enough to be portable, yet powerful enough to be effective.

Applied research may also include improvement of products and processes already in use. A good example of the Command's work in this area would be the development of the holoflage generator based on the basic holographic projectors invented by Starfleet R&D. Because of its importance to increasing the efficiency of the Corps' warfighting capabilities, this aspect of applied research is a large part of R&D's efforts.



The overhead sensor cluster used in starships throughout the fleet, was actually invented by SFMC R&D's Sensors & Scanners Directorate. They had been developing a compact medical scanning package for Mobil Surgical Hospitals, but the end result had far more application than they envisioned.

In applied research, it is usually possible to plan and organize the research program. In some cases, it is even possible to predict the outcome of the research with a certain degree of success. The actual methods for carrying out the research, however, vary a great deal from field to field, and even from project to project. These methods you will learn in detail on reporting to your unit, but for the time being it is helpful for you to know the three basic steps to most applied research projects: 1) definition of the problem, 2) collection and analysis of data, and 3) discovery of a solution.

Definition of the Problem

In applied research, this step requires not only a careful statement of the specific problem(s) examined, but also any limiting conditions, the ultimate objective of the research, and the proposed method(s) of attacking the problem(s). A painstaking definition results in a better understanding of the problem to be solved and can save months of useless effort. It is important not to rush through this step in one's enthusiasm to start collecting data.

For example, while looking at long-range firing accuracy data, the Infantry Branch discovers a particular model of EMPW rifle is not performing similarly to other weapons in the same category. As a first step in defining the problem, snipers and armorers are surveyed about the rifle. Their reports indicate the rifle possesses a very slight vibration during operation that often affects long-range accuracy. The problem went unnoticed during weapons-trials since the vibration was so small and effected accuracy only at distances over 2km—a distance at which accuracy requirements for weapon acceptance are minimal.

In this situation, the *specific problem* is the vibration of the rifle. In order to reach their *ultimate objective* of increasing the rifle's long-range accuracy, Infantry decides that the rifle's weight and center of gravity should not be changed. Therefore, any improvements from R&D must not affect the overall mass and balance of the weapon. These are the *limiting conditions* on the changes that can be made.

With a good grasp of the problem now in hand, R&D is called in on the problem, and they assign the project to a researcher or research team. Let's say you are given the assignment. After reviewing the survey data and verifying the above information yourself, you will now lay out your *method of attack* to solve the problem. Your commander then approves your plans.

Collection and Analysis of Data

You will now begin to collect data that relates to the problem. Start with the Infantry survey to see if clues can be found as to the source of the vibration. You may also do an LCARS search on similar problems reported in similar systems to see what is already known about the problem. Your LCARS search will include a careful examination of the characteristics of related products and systems. Scientific study and testing of the rifle will be needed to find the source of the vibration, or to verify a suspected source discovered in your LCARS search.

In this case, you discover that the EM operating frequency of the muzzle-stage superconductors is also the resonating frequency of the barrel-insulating sheath. Thus, when the muzzle-stage superconductors come on, they induce a minute vibration from the barrel sheath.

Discovery of a Solution

After collecting and analyzing the data, you develop possible solutions to the problem. You will be working closely with the computer in simulated and actual testing of your ideas, since the selection of the best solution to the problem will no doubt require experimentation. You narrow your possible solutions to the three choices which offer the best vibration relief: 1) thicken the barrel insulating sheath, 2) change its composition, or 3) retune the superconductors to modify their operating frequency.

Thickening the barrel-insulating sheath will make the barrel slightly heavier than it was before, thus altering the center of gravity of the weapon. Since this violates your limiting conditions, it can be immediately dismissed as a solution.

Changing the barrel sheath material to one with a different resonating frequency may work. There are four or five materials that would work without significantly altering the rifle's weight. This solution thus solves the specific problem, achieves the ultimate goal, and fits within your limiting conditions. However, you must be cognizant of the reality of the situation in the field: your solution would require barrel retrofitting on some 24,000 weapons. Perhaps there is still a solution that accomplishes your goals without requiring quite so much from the troops in the field.

In your experiments with the muzzle-stage superconductors, you discover they can be retuned simply by repolarizing them with a particular particle emission. Issuing emitters to units and having them swipe their gun muzzles will be much more convenient than retrofitting the gun barrels, and all other conditions are met. This, then, is the optimal solution you report.

Appendix A: Glossary

Here is a list of common terms, abbreviations and acronyms that appear in this manual. There may be some references to terms that are common to the SFMC, but are not listed in this glossary. Those terms should be listed in the Marine Force Manual or in other relevant Branch Guidebooks.

Adjutant - A staff officer who serves as an administrative assistant.

Aerospace - 1. A planet's atmosphere and the space outside of it, considered as one continuous field. 2. Things that are designed for flight in aerospace. 3. The combat arm that deploys aerospace vehicles, such as fighters. 4. The aerospace vehicles of a combat force.

Air Delivery - To deliver supplies into an operating area vis Air, whether by parachute, transporter or by simply landing and unloading.

Air Drop - see Airborne Operation.

Airborne Operation - To insert troops and/or supplies via parachute. Historically referred only to operations from air to land, but now also refers to operations where troops are launched/dropped from orbit to planet-side.

Alpine - Relating to mountainous terrain.

Amphibious - Relating to or organized for a military landing by means of combined naval and land forces. Historically referred only to operations from water to land, but now also refers to ops from orbit to planet-side.

Antigrav/Antigravity - A method of propulsion or lifting that uses an antigraviton generator to counteract the normal effects of gravity.

Armor - 1. A defensive covering worn to protect the body against weapons. 2. A tough, protective covering, such as metallic plates or composite panels on tanks or warships. 3. The combat arm that deploys armored vehicles. 4. The armored vehicles of a ground force (includes tanks and self-propelled artillery in the case of the SFMC).

Axis of Advance - A general route of advance, assigned for the purposes of control, which extends toward the enemy. It follows the terrain for the size of the force assigned to the axis. A commander may maneuver his forces and supporting fires to either side of an axis of advance, provided the unit remains oriented on the axis and its objective.

Battalion - In the SFMC, 3-4 companies plus HQ (typically 400 to 600 persons).

Branch - A group of related jobs within the Starfleet Marine Corps. There are eight branches of duty within the SFMC: Aerospace, Armor, Combat Engineers, Infantry, Mecha, Medical, Special Operations, and Support.

Brigade - In the SFMC, 3-4 battalions plus HQ (typically 1500 to 2400 persons).

Bunker - A constructed and reinforced firing position, which is usually at least partially underground.

Camouflage - 1. The method or result of concealing personnel or equipment from an enemy by making them appear to be part of the natural surroundings. 2. The use of physical, as opposed to electronic or holographic, camouflage.

Centimeter - One one-hundredth of a meter. There are about 2.6cm in an inch.

Charge Pack - An advanced form of battery, used to power larger electronic devices, weapons and vehicles. See also "power cell."

Comm - Short for communication(s).

Company - In SpecOps, equivalent to an MSG and made of 8 teams.

Crypto - Relating to cryptography or cryptographic materials. Generally describes codes and code keys for secure communications.

Deflector Shield - Standard defense field for starships, based on the ability to alter gravitational effects across a plane perpendicular to the incoming threat. Deflector shields do not function safely or effectively inside a planetary atmosphere.

Direct Fire - A method of weapon employment where line of sight must exist between the firing weapon and it's target.

Dispersion - The tendency of para-dropped troops or materials to spread out in a line as they exit the drop craft over time.

Duranium - Extremely hard metal alloy used extensively in starship construction, armor, and projectiles.

Electronic Countermeasures (ECM) - Measure to counteract enemy sensing and targeting attempts through jamming, misinformation and distortion of their sensor signals.

Effective Range - In weapon systems, the distance at which the average operator can place the majority of shots on target. *See also "maximum range".*

Eloflage - Any type of electronic measures or countermeasures designed to camouflage something.

Energy Signature - The particular pattern of energy emitted by a device, which can be detected by enemy sensors. Antigravs have a particularly strong and characteristic energy signature.

Force Field - A defensive technology, consisting of an energized field that protects a target by deflecting, diverting or absorbing a certain amount of energy per millisecond. Sometimes inaccurately referred to as "shields".

Foul - As it relates to parachute operations: To tangle the parachute and/or its shroud lines so that it fails to deploy properly.

Holoflage - The use of hologram generation for the purpose of camouflage.

Hominid - Historically, a primate of the family Hominidae, of which Homo sapiens is the only extant species. Today used interchangeably with "humanoid" to describe beings which are terran-like in appearance.

Humanoid - See "*hominid*".

Indirect Fire - Fire from artillery, mortars, rockets, or similar weapons of a ballistic or semi-ballistic nature. The projectile does not travel a straight path and so a direct line of sight to the target is not needed.

Inertial Dampening Field - A force field generator that provides a measured push in the direction opposite the thrust of a ship or weapon to cancel out inertial forces.

Intel - Short for 'intelligence' (of the military variety).

Intelligence - As it applies to military operations: 1. News or information; 2. The collection of information; 3. The agency or personnel responsible for the collection of information.

Kilogram - Standard measurement for weight used in the metric system. One kilogram is 1000 grams, or about 2.2 pounds.

Kilometer - Standard measurement for distance used in the metric system. A kilometer is 1000 meters, or about 0.6 miles.

Kiloton - Standard measurement for explosive force. It is equal to the explosive force of 1000 tons of conventional TNT explosive.

Man Portable - Something designed to be carried by one Marine.

Manpack - A man-portable system designed to be carried in a pack, usually on the back. It must usually be unpacked before use.

Marine Occupational Specialty (MOS) - The job or function which the individual Marine is trained to do. Groups of related MOSs are called Branches.

Maximum Range - In weapon systems, the maximum distance a shot will travel if it hits nothing else in flight. For Infantry weapons, it is usually expressed in terms of a Class M atmosphere/gravity.

Meter - Measure of distance, the standard on which the metric system is based. One meter equals 39 inches, or one yard plus three inches.

Millimeter - One one-thousandth of a meter. About the thickness of a 20th century U.S. dime.

Mission - 1. A special assignment given to a person or group. 2. A combat operation assigned to a person or military unit. 3. An aerospace operation intended to carry out specific program objectives.

Muzzle - The end of the barrel of a projectile weapon through which the projectile leaves. Also, the emitter crystal end of an energy weapon.

Nanosecond - One billionth of a second.

New Valley Forge - The star system that contains TRACOM headquarters and most of its large training facilities. Its exact location is classified.

Non-Commissioned Officer (NCO) - Refers collectively to pay grades E-4 through E-9 (corporal through sergeant major). These are enlisted personnel who lead other subordinate enlisted personnel.

Oleoresin Capsicum - A chemical, which severely irritates moist mucous membranes of most carbon-based life. It is administered externally as an aerosol and produces stinging, watery eyes, painful breathing, runny nose, and disorientation.

Omnidirectional - In all directions simultaneously.

Op or Ops - Short for operation(s).

Op Area - Short for Operating Area, the area in which the team will be operating to accomplish their mission.

Org - Short for organization(s).

Pad - An area set aside for landing and launching of aerospace craft capable of vertical takeoff and landing.

Padre - Slang for chaplain.

Power Cell - An advanced form of battery, used to power small electronic devices and weapons. See also "charge pack."

Protocol - The code of ceremonial forms and courtesies, of precedence, etc. accepted as proper and correct in official dealings, as between heads of states or diplomatic officials.

Quartermaster - Someone whose duty it is to provide troops with quarters, clothing, equipment, etc.

Raktajino - An iced Klingon coffee drink.

Rodinium - One of the hardest metals known to Federation science. Outposts along the Romulan Neutral Zone were constructed of cast Rodinium.

Sensor Signature - The signal or emissions that personnel or vehicles give off, which can be detected by enemy sensing devices. This can be heat, electromagnetic, acoustic or some other form of energy.

Shotgun - A chemically-fired, smooth-bored projectile weapon used for firing a charge of shot (small projectiles) or other projectile over a short distance.

Sniper - A skilled military shooter detailed to spot and pick off enemy soldiers from a concealed place.

Special Operations - Any operation that is not considered routine, common or standard when speaking of the SFMC as a whole. Often referred to as 'unconventional warfare'.

Spotter - One who observes friendly fire for fire control purposes.

Stick - A line of paratroops as they leave the drop craft.

Stun Grenade - A hand or launched grenade containing an omnidirectional phaser emitter which fires a single pulse of stunning phaser energy.

Strategic - Important or essential in relation to a plan of action; essential to the effective conduct of war; highly important to an intended objective. Usually refers to a longer term plan or view of a military situation.

Subsistence - The act of providing sustenance in terms of food and shelter.

Tachyon - A particle which moves faster than light.

Tactical - Of, relating to, used in, or involving military operations that are smaller, closer to base, and of less long-term significance than strategic operations. Usually refers to the immediate plan and situation rather than the long-term goals and picture of the strategic operation.

Threat - Collectively describes any of a number of adversarial or potentially adversarial forces.

Transponder - A transmitter-receiver activated for transmission by reception of a predetermined signal.

Unidirectional - In only one direction.

Uniform Code of Military Justice - A binding code of laws and regulations. All military personnel are subject to its jurisdiction.

Appendix B: Guide to Acronyms

Here is a list of commonly used acronyms in this manual. Entries followed by an asterisk have a separate glossary entry. Other terms are covered in detail in their respective manual sections.

ADSS - Air Delivery Systems Specialist
ADSSIC - Air Delivery Systems Specialist In Charge
APA - Advanced Projects Agency
ASR - Automatic Signal Relay
ATD - Alien Technologies Directorate
BDA* - Battle Damage Assessment
BDE - Brigade
BDU - Battle Dress Uniform
BN - Battalion
BSS - Battlefield Surveillance System
C3 - Command, Control, Communications
CAS - Close Air Support
CAST - Communications And Signals Tent
CBR - Chemical, Biological, Radiological
CEMS - Combat Electronics Management System
CHBF - Cargo Hauler, Bulk Fuels
CHBL - Cargo Hauler, Bulk Liquids
CHGP - Cargo Hauler, General Purpose
CHWH - Cargo Hauler, Wheeled, Heavy
CHWL - Cargo Hauler, Wheeled, Light
CID - Criminal Investigation Division
cm* - centimeter
CMRP - Command Master Religious Plan
CoC - Chain of Command
CPU - Central Processing Unit (of a computer)
CSD - Computer Systems Department
CSS - Combat Service Support
CSSC - Combat Service Support Command
DLC - Diplomatic Liaison Corps
DUI - Driving Under the Influence
DZ - Drop Zone
ECM* - Electronic Countermeasures
ELINT - Electronic Intelligence
EM - Electromagnetic
EMPW - Electromagnetic Projectile Weapon
EOD - Explosive Ordnance Disposal
EPHD - Exoskeleton, Powered (Heavy Duty)
EPLD - Exoskeleton, Powered (Light Duty)
EXCHEG - Extreme Conditions Hazardous Environment Garment (pronounced "ex-cheg")
FCAC - Federation Committee for Aerobic Competitions
FS - Fire Support
FTL - Faster Than Light
GOEIS - Ground Offensive Electronic Interdiction System (pronounced "goes")
GM - General Maintenance
GPVH - General Purpose Vehicle, Heavy

GPVL - General Purpose Vehicle, Light
GT - Ground Transport
HQ - Headquarters
ID - Identification
IDF* - Inertial Dampening Field
IG - Inspector General
I-LINK - Individual communications Link
IR - Infrared
JAG - Judge Advocate General
kg* - kilogram
km* - kilometer
kph - kilometers per hour
kt* - kiloton
LCARS - Library Computer Access and Retrieval System
LINT - Lifeform Intelligence
LW* - Light Weapons
LZ - Landing Zone
m* - meter
MAPLIML - Man Portable Light Infantry Missile Launcher (usually called "mapper")
MARDET - Marine Detachment
MBS - Marine Broadcasting Service
MECHA - Mechanized Enhanced Combat Heavy Armor
MI - Military Intelligence
MIPPA - Marine Infantry Personal Protective Armor (pronounced "mippa")
MISS - Mobile Infantry Shielding System
mm* - millimeter
MOS* - Marine Occupational Specialty
MP - Military Police
mph - Miles Per Hour
MPP - Material Processor Platform
m/s - meters per second
MSG - Marine Strike Group
MWR - Morale, Welfare, and Recreation
NBC - Nuclear, Biological, & Chemical
NCO* - Noncommissioned Officer
NVF* - New Valley Forge
OC* - Oleoresin Capsicum
OIC - Officer In Charge
P&P - Public affairs & Protocol
PACC - Portable Advanced Command and Control structure
PADD - Personal Access Display Device
PLIP - Platoon Leader I-LINK Priority
POW - Prisoner Of War
PPG - Personal Protective Gear
PSM - Powered Systems Maintenance
PX - Post Exchange
RCS - Reaction Control System
RDCS - Rapidly Deployable Command Structure
RDF - Rapid Deployment Force
RF - Radio Frequency
S&S - Sensors & Scanners
SAC - Sensor-Absorbent Coating
SAW - Squad Automatic Weapon (pronounced "saw")
SBS - Starfleet Broadcasting Service

SFMC - Starfleet Marine Corps
SIGINT - Signal Intelligence
SIGSEC - Signal Security
SPSL - Standardized Portable Structure, Large
SPSS - Standardized Portable Structure, Small
THEOG - Thermal Hazardous Environment Overgarment (pronounced "thug")
UCMJ* - Uniform Code of Military Justice
UFP - United Federation of Planets
UMT - Unit Ministry Team
UN* - United Nations
UNPF* - United Nations Peace Forces
UNPFMC - United Nations Peace Forces Marine Corps
US - United States
USO - United Service Organizations
USS - United Star Ship
USMC - United States Marine Corps
UV - Ultra Violet
VID - Vehicle Identification
VM - Vehicular Maintenance
WGL - Weapon-mount Grenade Launcher
WMD - Weapons & Materials Directorate

Appendix C: Chaplain Corps

For centuries, the military has seen the need for officers charged with attending to the spiritual well being of its members, families, and connected civilians. This is especially important in the 24th century. Not only are there the many religions of Earth, but countless beliefs of the many worlds of the Federation and those with whom we interact.

Just as was provided for 20th century American soldiers, Marines in the 24th century have the right to the free exercise of religion. Marines can exercise this right in a number of ways, including:

- Worshiping according to one's faith
- Seeking religious guidance, care, and counsel
- Keeping holy days and observances
- Participating in rites, sacraments, and ordinances
- Practicing dietary laws
- Receiving medical treatment according to one's religious belief
- Wearing religious garments and maintaining religious appearance requirements

The SFMC Chaplain Corps works to insure freedom of religion for Marines not only by performing traditional services and duties, but also by providing moral and religious education, advising commanders, coordinating with indigenous populations on worlds, and much more.

Ministry Teams

Marine chaplains are only part of the Chaplain Corps. Religious support is often provided by a Ministry Team (MT) which consists of at least one chaplain and one chaplain assistant. The MT can be as large as needed for the needed job, and can serve anything from an MSG to an installation to a division.

A Unit Ministry Team (UMT) serves a unit (of any size) and deploys with the unit to which it is assigned. There may be additional smaller subordinate UMTs as necessary. An Installation Ministry Team (IMT) is assigned to serve a Marine installation or garrison. Support can extend to tenant units assigned to the installation, members of other services, families, authorized civilians, and when appropriate to indigenous planetary population.

The main activities of any MT include worship, pastoral care, religious education, and spiritual fitness training. Unit commanders are responsible for ensuring that marines, their families, and others authorized persons have the opportunity to freely exercise their religion, and work with the MT to meet this responsibility. The specific activities of a UMT or IMT will vary according to the type of team they are, and the size and mission of the unit or installation they serve.

Chaplain

A Marine chaplain is not just a religious leader or minister, but he is also a soldier and staff officer. As such, he must be able to perform effectively on the battlefield. However, **POLICY FORBIDS CHAPLAINS FROM BEARING ARMS.**

Basic duties of a chaplain include:

- Leading worship, preaching, and teaching according to the beliefs of the endorsing faith group
- Performing ecclesiastical rites and ceremonies
- Administers the sacraments and ordinances of the endorsing faith community
- Gives pastoral care to Marines and their families and authorized civilians

In his role as a religious leader, he conducts worship services and teaches according to the beliefs of the faith group granting his ordination. However, it is important to note that because of the Corps' commitment to providing for the free exercise of religion, a chaplain (and his MT) do provide support to ALL Marines in the unit to which he is assigned, regardless of his own faith. If he is unable to adequately care for all of the Marines and families in his charge for any reason, he seeks out other chaplains or sources as needed. This often includes arranging for services to be performed by ministers of other faiths, or arranging for Marines to be transported to another location for services.

In his role as a soldier and staff officer, a chaplain does go through basic training, and such additional training as is required for his particular mission, as well as training in technical and tactical skills as might be required to perform effectively. As a staff officer, the chaplain serves on the commander's staff and has direct access to the commander. He advises the commander and staff on matters of religion, morals, and morale as it pertains not only to the Marines in his command, but also how command policies may affect others around them with regard to moral, ethical, and humanitarian aspects.

An important special posting for a chaplain is to be attached to a hospital or medical unit. Chaplains selected for this duty are given specialized training to assist Marines and their families with feelings of fear, loneliness, anger, failure, and other feelings that are much different when connected to injury or death. Medical chaplains must also provide support to the medical staff, who may have personal difficulties when dealing with patients. However, one duty that a chaplain will NEVER be assigned is notification of the next of kin when a Marine has died. While he may be part of the team making the notification, that duty is the responsibility of the commander, and the actual duty is generally carried out by someone with the Mortuary Affairs Department of the CSSC . It is important that the chaplain be thought of by the family as someone who can help them through this difficult time, rather than seen as the person who broke the news.

Any chaplain may be called upon to provide pastoral care to wounded soldiers. The triage tag given to an injured Marine will help the UMT determine priorities for religious care. Care for the dying is always the top priority, so patients with a black tag indicating that they are not expected to live are given care first. Patients with a blue tag are the next priority. Blue tags indicate that it is believed they can survive if put into stasis for later treatment. The chaplain or team member caring for a blue tagged patient should make every attempt to care for the patient before he is put into stasis. Red tagged patients are the next priority, as their tag indicates that the severity of their injury requires emergency treatment to avoid death or severe permanent disability. Marines with yellow tags, indicating moderate injury but high

likeliness of survival, and green tags, indicating minor injuries such as minor cuts, bumps, and bruises, are last on the pastoral care priority list.

Chaplains are also often required to either conduct or help coordinate funerals and memorials. Funerals are rarely conducted during a military operation, but occur once the Marine's body has been returned to his home planet (or taken to another specified location) for burial (or other action as dictated by the Marine's religion and culture). Sometimes, funerals are actually conducted by appropriate civilian personnel, but an MT will be called upon to assist with logistics.

There are two types of memorials: memorial services and memorial ceremonies. Memorial services are religious in nature, according to the faith of the deceased Marine. While units and personnel can be encouraged to attend, because of its religious nature, attendance cannot be made mandatory. Memorial ceremonies are command ceremonies, and attendance can be made mandatory by commanders. While a prayer or appropriate reading or message may be included from a chaplain, the focus is on the life and service of the Marine, especially any military tributes and honors he earned.

Chaplain Assistant

The chaplain assistant is a soldier, and is considered to be a combatant. As such, he carries a weapon and can be essential to the MT's survival on the battlefield. He is trained to assist the chaplain in religious support, as well as being trained as a Marine. Areas in which the chaplain assistant is often called upon to help during combat include:

- Battle fatigue prevention, identification, intervention and care
- Casualty care
- Emergency religious support for wounded and dying soldiers on the battlefield
- Advise the chaplain on matters of Marine morale
- Serve as a link between the chaplain and enlisted Marines
- Perform administration and logistics tasks important to the religious support the MT offers
- Perform staff functions such as attending briefings, monitoring the tactical situation of the unit, and coordinate religious activities

MT Non-Commissioned Officer

When deemed necessary, an MT may also include an NCO. His main duty is mentoring and training of chaplain assistants in subordinate units. He often provides training in the following:

- Suicide preventions awareness
- Battle fatigue identification and intervention
- Stress management
- Counseling

Additionally, he performs more traditional NCO duties as found in other departments, such as staff planning, acquiring goods and services, and coordinating with other NCOs as needed.

Indigenous Religions

In the 24th century, as the Federation is constantly expanding both its membership and influence, it is more important than ever that Marine commanders be aware of the beliefs, practices, and customs of any population where they operate. An UMT or IMT will coordinate with officers and personnel at many levels in order to properly advise commanders. Areas of concern include:

- Religious organizations and doctrines
- Religious practices and customs
- Places of worship, shrines, and holy places

These factors may greatly dictate not just general procedures in an area, but also use of force and resources. The SFMC certainly does not want an interstellar incident because the customs or beliefs of any religion of any planet or species have not been properly respected.

Religious Support

There are various types of religious support, and all are a bit different, according to the nature of the situation. These include peacetime, mobilization and deployment, operations other than war, offensive operations, defensive operations, rear areas, special operations, and redeployment and demobilization.

Religious Support During Peacetime

There are two main areas on which MTs focus during peacetime. One is to prepare Marines and their families spiritually for future deployment and the demands of combat. The other is to prepare themselves not only spiritually but through traditional training for mobilization and deployment.

Just as they need physical training, Marines need a strong spiritual foundation to sustain them during combat. Likewise, their families need that same foundation. MTs insure that this is a main focus of the Command Master Religious Plan (CMRP) so that everyone is prepared when it is time to deploy.

All the members of a UMT must receive proper training before deployment as well. This includes not only their personal spiritual fitness, but any training they will need in the field to be able to support the unit to which they are assigned. Additionally, peacetime is when UMT members can get any specialized training for specific missions.

Peacetime is also a time for IMTs to prepare for specific needs during deployment and mobilization. This may include special types of support that are needed for Marines and their families to prepare for separation, as well as the consolidating or closing of chapels if necessary.

There are a number of duties that are ongoing, whether during peacetime or war. It is important for IMTs to emphasize these during peacetime, planning and implementing resources so that they will be in place for whenever they are needed. During this time, particular focus is placed on developing the family support structure, including enrichment, prevention, and intervention. Included in this structure are programs such as spiritual education, family wellness development, and marriage and family counseling. The IMT works closely with the UMTs throughout the installation to insure that all families are getting the support they need.

Peace Operations (PO) are also conducted both on Federation worlds and in areas where deterioration of relations could lead to war. These can include support to diplomacy, peacekeeping, and peace enforcement. In all of these operations, the MT has the added responsibility of working with all parties involved to insure that the religious needs of all involved are not only being met, but are not being negatively impacted by any participants.

Religious Support During Mobilization and Deployment

Simply put, mobilization is the act of assembling and preparing troops and supplies for war (or other similar action). Deployment is the movement of said troops and supplies to assembly areas and then into the field. During the various stages of mobilization and deployment, Marines and their families have a variety of special spiritual needs that must be met by the MTs. Also, MTs have to insure that they are preparing themselves for the actions to come so that they are able to serve their assigned units during combat.

During mobilization, special care is often needed to support the families of the Marines who are preparing to leave. Family support briefings are crucial, and are the job of not only the MT that will be traveling with the unit when deployed, but also the MT remaining where the family will be. The teams need to work together to make sure everyone gets continual support during the time the Marine is deployed, and the foundation is built during mobilization.

During deployment, the families must continue to be supported, through care and comfort, and also through the information that can be safely given to families throughout the action. Likewise, the MT has to insure that Marines have access to information regarding their families and their wellness. Marines who are overly anxious about personal and family problems are more vulnerable to combat stress on the battlefield. Additionally, the MT must insure that it has all the supplies needed to serve the Marines in their unit, and must also make arrangements for any facilities needed.

Religious Support During Operations Other Than War

Even during peacetime, there is a definite need for Marines and the services of the Corps throughout the Federation. Planetary Support Operations (PSO) is designed to offer assistance to Federation worlds when situations other than war need attention. There are four general areas of PSO: disaster assistance, environmental assistance, support to law enforcement agencies, and community assistance.

When a Marine unit is charged with offering disaster assistance, the first priority of the UMT is to provide religious support to the members of the unit. In the wake of a natural disaster, often Marines are exposed to scenes potentially more horrific than the battlefield, and they will often have special spiritual needs. The UMT can also coordinate with local authorities to assist indigenous personnel with their needs. They can help bring the Marines and the survivors together so that all may work towards dealing with the aftermath and starting to rebuild.

Environmental assistance missions are similar to disaster assistance missions, but generally deal with non-natural accidents. In addition to providing religious support to the Marines in the unit, the MT may also be tasked with assisting with contamination issues, and any long term effects that the mission may have on the participants.

Many of the problems that Earth had in previous centuries still exist on other worlds. Marines may be called upon to assist local planetary law enforcement

agencies in a variety of missions. These may include counterdrug operations, civil disturbance, and combating terrorism. Along with the priority of providing religious support to the unit, the MT must also make sure they are aware of the impact that the situation will have on the local population, and ways that they can assist. This includes knowing the religious, ethnic, and cultural characteristics of the planet or area, the attitudes of the local population, and any religious or legal limitations that can affect the mission.

Community assistance seeks to improve the lives of Federation citizens on all member worlds. It is important for the Marines to take an active role in the local community, and this can foster public support for the Corps. MTs may be called upon to give invocations and benedictions at public events, participate in religious gatherings in the community, and other related activities.

Religious Support of Offensive Operations

During offensive operations, forward units are a priority. This would include units from the Infantry, Armor, Special Operations, and MECHA branches, as well as any unit on the front lines. (See section on Religious Support of Special Operations for more details about this specialized duty.) MTs for these units must plan religious support very carefully. Their main considerations must be for the mission, enemy, troops, terrain and weather, and time available. Priorities are given to units or groups that have sustained the most casualties, and when possible, those that will be the first to engage the enemy. The MTs next priority will be to care for casualties, and will coordinate with Medical Branch units during casualty evacuation.

While forward units are a priority, combat support units are also important. However, often these units do not have their own dedicated UMT, but receive religious support from the units they are supporting. This can be challenging, as units are often widely disbursed on the battlefield.

Religious Support of Defensive Operations

With regard to religious support, there are important differences between offensive and defensive operations. One main difference in defensive operations is that the UMTs must carefully plan their movements so as not to add to confusion when other troops are moving. Another factor is the enemy movement and attack, and the possibility of chemical or biological agents by the enemy. Often in defensive operations, Marines must be ministered to individually, as it is difficult to gather a group together for services. While the fixed nature of the battlefield would seem to make things easier, in reality some aspects of the job of the UMT is made more difficult.

Religious Support in Rear Areas

Rear areas present a different challenge with regard to religious support. Often, units in the rear areas are widely dispersed, thus consuming more of the time and energy of the UMT supporting them. Units are generally positioned in bases and base clusters so that responsibilities and resources can be shared. A special UMT may be assigned to a base or base cluster, and that team will coordinate subordinate UMTs for optimum religious support.

Another special aspect of rear areas is that they are often used for reception and reconstitution operations. Reception includes initial arrival, combat preparation, and forward movement of units and individuals. Reconstitution is the restoration of combat ineffective units to a specified level of readiness for redeployment, which often includes replacement of personnel and equipment. Marines involved in reception and reconstitution operations must also receive religious support from the

UMT. One particular area of focus is to help rebuild the spiritual fitness of Marines when their unit is being restored to combat readiness, and may also include group and individual counseling and memorial services.

Units responsible for mortuary affairs are often assigned to rear areas. Marines in these units have the very difficult and delicate mission of recovering, preparing, and transporting their deceased fellow soldiers. These troops require sensitive religious support. Also, the UMT will often be consulted if there are special faith group requirements to be met at this stage.

Religious Support of Special Operations

Chaplains and other UMT members who serve with Special Operations units require special training. Because of the nature of their missions, the MT must be able to provide sustained, independent religious support for the unit to which they are assigned, and they often cannot receive additional support from others once in the field. Due to the sensitive nature of SO assignments, all members of the UMT must have adequate security clearance for each mission. Often, UMT members must graduate from one or more specified SO courses so that they are familiar with the unique duties of the Marines in their care. For certain operations, specialized training such as parachute qualification, flight training, or MECHA training is required. Since SO missions often take place on various planets both inside and outside of the Federation, the UMT must also receive training in the religious background and culture of the planet to which they are being deployed. Likewise, language skills may be required in certain situations.

Religious Support of Redeployment and Demobilization

Religious support during redeployment and demobilization are similar to that during deployment and mobilization. Support will need to be available during all phases of these actions. Of particular importance is the support given to the whole family during this time, not just the Marine. There is a great deal of stress when a Marine is reunited with his family, and that the typical readjustment period is approximately two months. There can often be cases of physical problems, children's behavior problems, and marital tensions. In this century, while it is much easier than in the early days of the Corps for Marines to keep in touch with their families while deployed through technology, and even arrange for short visits, counseling may still be needed for many families. There may also be tensions between Marines and friends, or even with their fellow Marines if they were not deployed together. UMT members must also take care not to neglect their own families and personal needs during the reunion period. It can be quite easy for UMT members to invest so much of themselves in helping their charges that they do not recognize their own problems, and therefore it is important for the team members to be watchful of each other.

During demobilization, UMTs must be aware of the religious needs of Marines through all of the steps of the process, starting from the moment a unit and a Marine is told of their change in status. Many soldiers become frustrated during this process, as administrative and logistical duties are finalized. Proper support from the UMT can help the unit stay focused on the important tasks still to be performed.

About the SFMC Academy

The Starfleet Marine Corps Academy was established by Commander Starfleet in 2164 when it was determined that Starfleet Academy could no longer adequately meet the needs of both services. The historical home of the United States' Navy and Marine Corps academies, Annapolis, was selected as the new home of the SFMCA. The head of the Academy, known as DCO-Academy, TRACOM, is still headquartered at the main campus in Annapolis. The motto of the SFMCA is "Facta Non Verba" or, in Federation Standard, "Deeds not Words." This is reflected in the more informal academy slogan, "We lead by example... whether we mean to or not." The DCO-Academy, TRACOM reports to the Commanding Officer of the Training Command (COTRACOM) who, in addition to the SFMCA, oversees branch schools, enlisted personnel training, advanced technical schools, and periodic skill re-fresher courses. Most of these courses are held either at one of the SFMCA facilities, or at one of the many training facilities in the New Valley Forge system which is home to TRACOM. These facilities, together with an Oberth-class spacedock serving as TRACOM headquarters, comprise Station Valley Forge. Today, the SFMCA consists of 5 campuses, 8 training worlds, and 42 ranges and field courses throughout the UFP. Together with Station Valley Forge, the SFMCA comprises one of the largest and most advanced military training organizations in the known universe.

