

# Defense Resources Management Institute



Naval Postgraduate School  
Monterey, California

**Participant Handbook**

May 2017

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## **DEFENSE RESOURCES MANAGEMENT INSTITUTE BACKGROUND**

[www.nps.edu/drmi/index.html](http://www.nps.edu/drmi/index.html)

The Defense Resources Management Institute (DRMI) is an educational institution located at the Naval Postgraduate School (NPS) in Monterey, California. Sponsored and supervised by the Secretary of Defense, DRMI has conducted professional education programs in analytical decision-making and resources management since 1965. DRMI faculty design courses for U.S. and international military officers (rank O3 and above) and equivalent civilian officials; participants have come from more than 170 countries.

DRMI's dedicated, graduate-level faculty teach all DRMI programs at NPS in Monterey on a regular basis, and by specific arrangement in other locations both in the United States and overseas. The diverse faculty has extensive experience in defense resources management and in the management of complex defense organizations.

The principal focus of all DRMI programs is developing an understanding and appreciation of the concepts, techniques, and decision-making skills related to defense resources management. The goal of DRMI's programs is to enhance the effective allocation and use of scarce resources in modern defense organizations by developing participants' analytical decision-making skills. DRMI faculty teach key concepts in management, economics, and quantitative reasoning. In addition, the DRMI curriculum uses real-world cases in contexts that include contemporary issues.

The emphasis is not on training in job-specific skills, but rather on the concepts, techniques, and issues that pervade defense resources management decision-making in most mid-management through executive-level positions. Each course provides a multi-disciplinary program, which encourages participants to develop an understanding of concepts, principles, methods, and techniques drawn from: management theory -- examination of the current state of management thought and organized action; economic reasoning -- topics dealing with the basic tenet of scarcity of resources relative to competing needs and wants; and quantitative reasoning -- the basic language and analytic tools that are the foundation of modern decision theory. Participants integrate these ideas into a systematic process for resources allocation decision-making and effective resource utilization, and apply these concepts to illustrative examples of allocating, analyzing and evaluating management systems, programs, and policies; and maximizing benefits within existing resource constraints, or minimizing resource consumption to achieve a predetermined level of benefit.

DRMI's mission, objectives and responsibilities are set forth in Department of Defense Directive 5010.35

## ENROLLMENT

### U.S. Participants

U.S. participants may attend any of the DRMI courses with the exception of the IDMC and SIDMC. Military participants must be O-3 or above; civilians GS-09 or above. DRMI is a DoD sponsored activity; therefore, no tuition is assessed for DoD military and civilians. Your agency is responsible for travel, lodging and per diem.

To obtain a quota:

- Get approval from your agency
- Complete an online registration on our website ([www.nps.edu/DRMI](http://www.nps.edu/DRMI)) or;
- Send an e-mail to [DrmiAdmin@nps.edu](mailto:DrmiAdmin@nps.edu) with the following information:
  - Name
  - Title/Rank
  - DSN and commercial phone number
  - Job title
  - Organization
  - GS or military rate

Advance information and entry questionnaire will be sent via email approximately 3-4 weeks prior to course commencement.

**U.S. Reservist:** Courses can be funded as AT for career development at the discretion of your unit Commanding Officer or via ADT-Schools funding when available through CNRF N7. Course ID CIN S003306, CDP 9650, UIC 62271. DRMI course are not centrally funded.

### U.S. Air Force Participants

Contact DRMI administrative officer to reserve a quota for the course that you plan to attend. Then contact your respective MAJCOM Formal Training to request approval. Formal training will submit a Type Five training request form to HQ AETC/DOPP Program Manager 04.

For additional information regarding U.S. participation in our resident courses, please contact our administrative officer at DSN 756-2104/(831) 656-2104 or e-mail [DrmiAdmin@nps.edu](mailto:DrmiAdmin@nps.edu).

### International Participants

Enrollment in resident courses taught in Monterey are based upon official requests initiated through the in-country U.S. security assistance agency - MAAG, MilGroup, ODC, SAO, DAO, or the like.

DRMI conducts all resident courses in English. International participants must achieve an ECL score of 80. For additional information regarding international enrollment in our resident courses, please contact your training office.

## **ATTENDANCE POLICY**

Attendance is mandatory for all course-related events at the times noted on the schedule or as indicated by the discussion leader. DRMI has a mandatory attendance policy for many reasons. DRMI courses are highly integrated and DRMI's faculty has designed courses in a building-block format, where each period depends on previous periods and helps prepare for future periods.

Missing any class or discussion means breaking that flow of ideas and concepts.

Moreover, participants benefit from each other's personal backgrounds and experiences in discussion. Finally, the course represents a participant's place of duty and, as such, is the participant's place of work. For all of these reasons, attendance at lectures and discussion is an absolute requirement.

### **Graduation Policy**

A requirement of graduation is that participants have attended and participated in all lectures and discussions. A participant who receives an excused absence from the Executive director is required to complete all class material, to include problems and cases, within two (2) days of the excused absence and present the materials to his or her discussion leader with a copy to the Administrative Officer. Students with unexcused absences or incomplete classwork will not receive a graduation certificate and will receive a letter of attendance by email after the course concludes.

Early departure is not authorized. Participants who fail to complete the entire course, including the last day, will receive a letter of attendance in lieu of a graduate certificate.

### **Illness**

In the event of illness before class, participants must call the administrative office prior to the start of class at 0815 or as soon as possible thereafter. If illness occurs during class or discussion, please notify your discussion leader and/or the administrative officer. The telephone number of the administrative office is: 831-656-2104.

### **Unexcused Absences**

Failure to obtain an excused absence or habitual tardiness will result in an unexcused absence. The executive director will report an unexcused absence to a participant's sponsoring organization. If a participant receives a second unexcused absence, the executive director may immediately remove him or her from the course and return the participant to his or her sponsoring organization.

If this policy is unclear, please request an explanation.

## **Standards of Conduct**

All faculty, staff, and students of the Defense Resources Management Institute (DRMI) shall strive to comply with all laws and regulations applicable to them and to avoid any behavior that could constitute or give the appearance of fraudulent or abusive practices; display good judgment and high ethical standards in their decision making; and conduct themselves with honesty, fairness, and integrity.

Faculty and staff shall exercise the highest responsibility in the use of government resources and conduct themselves in the highest regard in striving to achieve excellence in student outcomes. Students shall become aware and observe all applicable local, state, and federal laws and regulations while learning that cultural norms may differ in the United States. A culture of mutual respect and recognition of the value of each student forms the foundation of our decision making. These qualities are demonstrated through honesty, diligence and respect for the rules, regulations, and laws that govern our institution. Behavior that does not conform to or measure up to these expectations will result in counselling and possible further action including removal from DRMI courses.

## **Sexual Harassment**

DRMI follows U.S. federal statutes that govern the standards of acceptable behavior between the sexes. These statutes specifically forbid such unacceptable behavior as: lewd and suggestive language, unwanted physical contact, and actions of a similar nature.

Proper behavior toward other course participants, both men and women, is fundamental to all the cultures represented at DRMI. Improper behavior toward other course participants, staff or faculty will not be tolerated.

Misconduct could result in dismissal from DRMI and referral to authorities for possible prosecution. Please report any cases of sexual harassment directly to the Administrative Office immediately. All possible measures will be taken to maintain confidentiality while the proper course of action is being taken.

## **Racial, Ethnic, and Religious Intolerance**

DRMI follows U.S. federal statutes that govern standards of acceptable behavior. These statutes specifically forbid unacceptable behavior based on racial, ethnic, or religious hatred. Unacceptable behavior includes: racial and ethnic slurs or comments denigrating another's religious beliefs or practices. Proper behavior and respect of fellow participants and faculty is expected at DRMI. Please report any cases of intolerance directly to the Administrative Office.

## **Detention by Civil Authorities**

If the police detain you, please cooperate with them and identify yourself as an international participant. Resisting arrest or attempting to bribe a police officer is itself a crime. Ask the police to call one of the emergency telephone numbers listed in this handbook, or ask them to allow you to call.



DRMI personnel will not presume guilt nor will we take any action without clear evidence of innocence or guilt. DRMI cannot provide legal assistance if you are detained by the police. DRMI will cooperate fully with the local authorities and request that any investigation be completed without delay. If the result of an investigation determines that a course participant is guilty of a crime, the Executive director determines whether that person will be permitted to continue the course or be sent home without finishing the course.

If an investigation is not completed before graduation, DRMI will withhold that participant's certificate of course completion until the local authorities have made a determination.

## **DRMI FACILITIES AND SERVICES**

### **Administrative Services**

The administrative offices are located in Halligan Hall (Bldg 234). We will gladly assist you with your questions and/or concerns during your course in Monterey.

For additional information regarding U.S. participation in our resident courses, contact our administrative office at (831) 656-2104 (voice), (831) 656-3461 (fax), or e-mail at [drmiadmin@nps.edu](mailto:drmiadmin@nps.edu).

### **Official Calls and Faxes**

Each participant is authorized two official calls to his/her home country from the phone in the Administrative Office. One call may be made within the first week of arrival and another during the week prior to departure. The call may be no more than five minutes in duration and must be official in nature.

The purpose of the first call is to inform someone in your home country that you have arrived safely and to provide him or her with the telephone number in your room. The purpose of the second call is to inform someone in your country of your departure itinerary.

These telephone calls may only be made through the administrative office; other DRMI and NPS offices are not authorized for national or international calls. You may send and receive official faxes as required. The fax is located in the administrative office. Your name must be written in the Latin alphabet on the top of all incoming and outgoing faxes. The international fax number is 1-831-656-3461.

### **Academic Facilities**

DRMI conducts all lectures in the Quad Academic Auditorium, Bldg. 247. Seminar discussions (and the TEMPO Military game) are held in Halligan Hall (Bldg 234). A map is located at the end of this handbook.

**Mailing Address**

DRMI  
<your name here>  
699 Dyer Rd Rm 101B  
Naval Postgraduate School  
Monterey, CA 93943-5132

We have a full-service U.S. Post Office in Building 260 (near the Navy Exchange). Hours of operation are 0930-1530 Monday through Friday.

Mail is collected from them 2 times a week and routed appropriately.

**Shipping Address (FedEx, DHL, UPS, etc.)**

DRMI  
<your name here>  
Bldg. 234, Halligan Hall  
Room Ha101b, 699 Dyer Rd,  
Naval Postgraduate School  
Monterey, CA 93943

**Bulletin and Electronic Message boards**

Outside, to the right of the Administrative Office, are course schedule, roster, participant rosters and general interest bulletin boards. Outside the admin office is a white board where messages for participants will be posted. Please check these boards daily.

**Coffee**

It is voluntary to participate in the DRMI coffee services, located in the lobby of Halligan Hall. A nominal fee will apply if you choose to join. The choices available include coffee, tea, hot chocolate and water. A DRMI mug is available for purchase. Disposable cups are not provided.

**Class Photo**

During the first week of the course a group photograph of the class will be taken. Each participant will be provided a hard copy and an electronic copy.

### **Gate Access / Identification Card**

Participants will be placed on a gate access list for entrance onto the NPS campus.

International participants attending courses 4 weeks or longer will be issued a Common Access Card (CAC). These cards expire at the end of the course and are required to be returned before you depart. The admin office will schedule your CAC appointment.

International participants attending courses less than 4 weeks are required to carry their ITO's and passports with them at all times. It is required for access onto the base. The gate guards will request these documents.

If you plan to have a visitor while at NPS there are forms that are required to be completed. These forms are submitted to NPS security for approval. It will take, in the least, 2-4 weeks for approval or denial.

### **Field Studies Program (FSP)**

FSP events are developed and implemented to provide international participants with an awareness and understanding of the American democratic way of life with an emphasis on the human rights aspect of American life. This is accomplished through field trips, extracurricular activities and events in and around the local vicinity.

Attendance at all FSP events are mandatory.

DRMI's Field Studies Program Manager is located in room 203, Halligan Hall. Office phone: (831) 656-2215; Cell phone: (831) 594-2216.

### **Laptop Computers**

Participants who own laptop computers are welcome to bring them to Monterey. Participants may not use personal computers during lectures.

### **Personal Computer Support**

DRMI does not provide support for personal computers. In limited circumstances, NPS may provide networking support for personal computers.

### **Computer Lab**

DRMI has a participant computer lab with 15 Windows XP-based PCs. The PCs are loaded with software we use at DRMI, as well as the Microsoft Office Suite. The PCs default print to a LaserJet printer located in the room. All of the computers can burn CDs. The computer room is open 24 hours/7 days a week. Internet connections for personal laptop computers are available in the lab. It is

against Department of Defense regulations to put a thumb drive in any of the computers in the DRMI student computer lab.

### **Computer Use Policy**

The computers in the lab are provided for academic and official use. You are welcome to use the computers for personal use. Do not use lab computers to access pornographic or gambling websites. Please be aware that NPS *does* monitor computer use.

### **Smoking**

No smoking is permitted inside any building on base. Smoking is not permitted within enclosed areas in California, to include restaurants and bars. At NPS, designated/authorized smoking areas are available all around the base. Please make sure to place any cigarette butts in the appropriate receptacle.

**Navy Gateway Inn and Suites (NGIS) Tobacco Policy:** All NGIS lodging facility common areas and guest rooms are tobacco free and smoke free areas. This also includes electronic devices such as e-cigarettes or any device that stimulates tobacco products. When there is use of tobacco products, to include smokeless tobacco, a charge of \$150 (one time per stay) for cleaning services will be made. Guests who repeatedly disregard the “No Tobacco” policy will be asked to vacate NGIS. Any additional damages incurred to the facility or property shall be assessed and charged to the guest.

### **Outside Activities**

Time is available after class and particularly on weekends to participate in various athletic, cultural, or recreational activities. These activities are voluntary and at the participant's own expense.

### **Shipment of Course Materials**

DRMI will provide a box or envelope and a mailing label in which your course materials may be shipped home. Only official documents may be shipped.

### **Course Certificates**

Certificates of Completion will be presented to participants at the close of their course.

## **ACADEMIC INFORMATION**

### **Active Participation**

DRMI's courses are based on the interaction between faculty and participants and participants among themselves. Unless a participant wishes to earn graduate credit, DRMI does not conduct course examinations.

## **Weekly Schedule**

The weekly schedule is posted outside the administrative office. Due to unforeseen conflicts, the schedule is subject to change. Minor changes will be reflected on this posted schedule. Please check the board regularly.

## **Non-Attribution Policy**

In order to encourage free and open discussion, DRMI adheres to a strict non-attribution policy. All lectures, presentations, discussions, and comments made at DRMI are the responsibility of the speaker and do not represent the views of the speaker's institution or government.

## **Classification**

DRMI course material, to include lectures and case studies, are unclassified. No security clearance is required to attend DRMI courses.

## **Graduate Credit**

Participants may receive four units of transferable graduate credit in Management in courses of four weeks or longer. To receive credit, participants' must pass 2 course examinations. The DRMC earns 116 CPE's; 81 Hours FM certification, Level III (visit FM online to record hours). Our shorter courses also have varying CPE's credit.

## **Leave and Holidays**

Participants are not permitted personal leave while attending courses at DRMI unless specifically authorized in writing by the participants' command. It will then be considered by the academic associate and the executive director on what impact it will cause for course completion.

If you are planning to leave Monterey over the weekend or a holiday, you must provide your contact information to the administrative office. It is important to know how to contact you if there is an emergency.

If you are delayed in an emergency type situation and will not return in time for classes, please call the administrative office.

If you choose to travel away from Monterey, you are solely responsible for any expenses that you incur. DRMI is not financially responsible and cannot provide emergency transportation for you to return to Monterey if you are delayed or are in an accident.

## **Academic Materials**

At the end of the course, you will receive a CD with lecture slides, class photo and other course related materials.

## **Copy Machine**

A copy machine is available for making copies of official documents. Please see the administrative office for more information.

## **Library Services**

While you are a participant at DRMI, you have access to the Dudley Knox Library. For more information, please visit: <https://www.nps.edu/library/>

## **PARTICIPANT POLICIES**

### **NPS Dress Code**

The dress code at NPS is business casual. While attending class, men wear slacks and shirts with collars or polo shirts; women may wear "equivalent" clothing, such as slacks, skirts, dresses, etc. Jeans, shorts, tee shirts, and athletic wear are not authorized during class sessions. Medium weight clothing is recommended.

### **Class Photo Dress Code**

DRMC - Coat and tie (or national dress) is recommended for the class photo. Business casual is suitable.

IDMC/SIDMC – Coat and tie (or national dress) is required for the class photo.

### **IDMC/SIDMC Opening/Closing Receptions Dress Code**

Coat and tie (or national dress) is required for field trips, and all other official functions.

### **Name Tags**

Please wear the name tag to all lectures, discussions and official functions. DRMI will provide your nametag.

### **National Holidays**

While at DRMI, U.S. national holidays are observed.

### **Religious Services**

In accordance with Department of Defense Directive 1300.17, dated February 3, 1998, a basic principle of the United States is the free exercise of religion. The Department of Defense (DoD) places a high value on the rights of members of the Armed Forces to observe the tenets of their respective religions. It is DoD policy that commanders should approve requests to accommodate religious practices when accommodation will not have an adverse impact on military readiness, unit cohesion, standards, or discipline.

Participants are encouraged to observe religious practices of their choice. Numerous churches and religious meeting places exist in Monterey. If a religious practice or event conflicts with a scheduled DRMI event, you must request an excused absence in accordance with the published attendance policy.

## **ACCOMMODATIONS**

### **Lodging**

NGIS VQ is the only lodging assistance that we provide. No family quarters are available on base. The Naval Support Activity at NPS does not provide support for dependents. DRMI will not assist in the support of off-base housing or dependents.

We will reserve a room for each participant at the Navy Gateway Inn and Suites (NGIS) also known as Visitors Quarters (VQ), Bachelor Officers Quarters (BOQ). <http://my.nps.edu/web/navy-gateway/accomodations>

Cooking is permitted in rooms that have kitchenettes. Fire regulations prohibit cooking in non-kitchenette rooms with the exception of the microwave oven provided. It is mandatory that you keep these appliances in a reasonably clean state, including the refrigerator and stove top.

There is a dining room on the ground floor of the main building (Herrmann Hall) that serves meals Monday through Friday and dinner on Saturday evening. The schedule for meals can be found at <http://navylifsw.com/monterey/>

### **Lodging Amenities**

Each room has a private bath and is equipped with a desk, television, mini refrigerator, two-burner stove-top (stove-tops are not available in single rooms or in VIP suites), microwave oven, coffee maker, and hair dryer. Every room has a direct telephone number and voice mail.

All of the rooms offer free WiFi. In certain areas of the VQ the WiFi is not reliable.

All local and long distance telephone charges are collected by the VQ front desk.

Upon check-in the VQ staff may request a credit card to place on file. The VQ accepts all major credit cards and cash. They **do not** accept personal checks.

### **Statements of Non-availability**

DRMI coordinates with the VQ to reserve a sufficient number of rooms for each class. Non availability statements are not provided.

## **Transportation**

No government transportation is available. The DRMI lecture hall and classrooms are located within walking distance of the VQ.

Commercial bus transportation and rental cars are available at the airport and in/around Monterey.

## **Private Vehicles**

To rent a vehicle, a major credit card is required along with a valid driver's license. There is limited parking available on base. Be cautious of parking in reserved areas, which will yield a violation ticket (approximately a \$75.00 fine). Seat belts must be worn whenever the vehicle is in motion. Violation tickets are issued for all traffic violations both on and off the Naval Postgraduate School grounds.

DRMI will not assist with matters concerning POV's or rentals.

## **Cell Phones**

Cells phones are not allowed to be used while driving a vehicle with the exception of a hands-free device. It is illegal to text while driving. Violation tickets are issued for all violations both on and off the Naval Postgraduate School grounds.

## **Climate**

The Monterey Peninsula's year-round climate has temperatures ranging from 50 to 70 degrees Fahrenheit (10 to 20 degrees Celsius) during the daytime, and from 10 to 20 degrees (F) cooler at night.

## **MEDICAL AND DENTAL POLICIES**

### **In Case of Emergency**

In the event of medical emergency dial **9-911** from an NPS phone. If you are off base or using a cell phone, dial **911**.

### **Medical and Dental Care – U.S. and International Civilian**

Civilian participants must seek medical and dental care from a civilian physician.

### **Sick Call – US Military and International Military**

International participants, military and civilian must coordinate care and logistics with the Medical Benefits Advisor, located at NPS. Please be sure to have your CAC card and a copy of your Invitational Travel Orders (ITO). See the admin office for assistance.

US participants: It is recommended that participants go to Sick Call (0630 to 0800) Monday through Friday (via yellow cab taxi- 831 646-1234).



DRMI personnel are unable to transport participants to/from sick call.

### **Medical/Dental Facilities**

Medical services are available for U.S. military and military international participants at the U.S. Army PRIMUS Clinic at the Presidio of Monterey (POM). Same day appointments are not always available. Please see the admin office for assistance.

### **Emergency Dental Services**

Emergency dental services are available for U.S. military and NATO international participants. The Dental Lab is located on the fourth floor of Herrmann Hall. U.S. civilians and non-NATO participants must seek dental care from a local civilian dentist. Please see the admin office for assistance.

### **Personal Responsibility for Medical and Dental Care**

Every effort should be taken to schedule routine, non-critical or elective medical or dental treatment after class, Friday afternoons or during the weekend.

Except in emergency cases, a participant must request permission in accordance with the published attendance policy.

## **NPS FACILITIES AND SERVICES**

### **Meal Service**

Meals may be purchased in the El Prado Dining Room, or the Trident bar, both located on the ground floor of Herrmann Hall and also at Del Monte Café, located near the library. Costs vary according to menu selection.

A Starbucks is available on base. It is located in the library, near Del Monte Café. Costs vary according to menu selection.

For more information visit the website: <http://navylifesw.com/monterey/>

### **Navy Exchange**

The Navy Exchange Retail Store (NEX) is a short walk from the VQ. The NEX facilities include a barber shop, laundry/dry cleaning services, and an auto service station.

U.S. military and military international participants have full NEX privileges. International military and civilian participants without a CAC (ID) card will be able to purchase items at the NEX with your passport and copy of your ITO; US civilian participants, with a copy of your training orders and a CAC or photo ID.

### **Post Office**

A U.S. Post Office is conveniently located across from the Navy Exchange.

## **Banking**

IMET participants attending the DRMC, IDMC and SIDMC will be required to open a bank account to receive electronic payment. A branch of the Navy Federal Credit Union located on base that IMS can join.

## **Religious Services**

Protestant and Catholic services are held on NPS grounds. Services for these and other faiths are also available in the local community. A Muslim prayer room is also available on the NPS grounds.

## **Recreation**

The Morale Welfare & Recreation/Information Tickets & Tours (MWR/ITT) Office is located on the first floor of Herrmann Hall (near the lodging check-in desk). This office can provide information and answer questions concerning the availability of upcoming tours, attractions, special events.

For more information please visit the MWR website at:

<http://navylifesw.com/monterey/>

## **Gym**

Gym membership is free for all DRMI participants. This allows: use of towels, gym gear issue, all fitness activities (tennis, racquetball and squash courts, Nautilus, free weights, basketball court, and sauna). The golf course maintains a separate schedule of fees.

Recreation facilities include a gymnasium, tennis courts, golf, sailing, and flying. Racquetball and squash courts, Nautilus equipment, and exercise classes are available in the gymnasium. Golf equipment may be rented at the Golf Course.

For more information please visit the MWR website at:

<http://navylifesw.com/monterey/>

The Monterey Sports Center, located in downtown Monterey, has an indoor pool for use for a fee

## **Security at NPS**

The NPS is a military installation and participants are subject to U.S. law while attending DRMI courses. Crimes committed on NPS property are prosecuted as a federal offense.

Please secure your valuable property. We strongly discourage leaving valuables or personal items unattended at any time. If you believe a crime has been committed, first contact the NPS police, the administrative officer and/or the field studies manager for assistance.

US participants who anticipate requesting gate access for non-military, non-government employees, please employ patience. Personally Identifiable Information (PII) information will be requested for the guest. Background checks and approval take up to 2 weeks to be approved.

## **DIRECTIONS**

The Defense Resources Management Institute (DRMI) is located on the 1st and 2nd floors of Halligan Hall (Building 234) on the campus of the Naval Postgraduate School (NPS), in Monterey, California. Our address is: 699 Dyer Rd, NPS, Monterey, CA 93943. A map is shown at the end of this handbook.

### **Arriving By Air**

Monterey is serviced by most major airlines, including United, American, and U.S. Airways.

International participants (unaccompanied) will be met at the airport by a DRMI faculty member and transported to VQ lodging. Participants should schedule their arrival in Monterey no earlier than Saturday and no later than 1730 on Sunday.

### **Taxi Service**

The Monterey Peninsula Airport (MRY) is located approximately three miles from the Naval Postgraduate School. The Yellow Cab taxi service (831-646-1234) *must be summoned by phone* to the airport and will transport you to the NGIS VQ lodging accommodations. Yellow Cab is the **only** taxi service authorized entrance to the NPS base.

### **Rental Cars**

After picking up your car, follow the exit signs to Garden Road. Turn right on Garden Road. Stay on Garden Road until it dead-ends at Mark Thomas Drive. Turn Left on Mark Thomas Drive. Stay on Mark Thomas Drive until the first traffic light (Sloat Ave). Turn right on to Sloat Avenue then:

Turn right into the Main Gate (10<sup>th</sup> Street). After showing your credentials, continue straight through the gate on Morse Drive. Turn left on to University Avenue. Turn right into the VQ parking lot. Find an unrestricted space in the rear of the lot. Check in at the Navy Gateway desk located just inside the main entrance to Herrmann Hall.

*Weekends* – The Del Monte Street gate is closed on weekends. You will be required to enter through the Main Gate (Sloat Ave).

## **Arriving By Car**

**San Francisco** - Take Hwy 101 South to Prunedale, then Hwy 156 West to Hwy 1 South. Take Hwy 1 South to Monterey. Take the Del Monte Avenue Exit. Turn left onto Sloat Avenue. At the first stop sign, turn left into the Main Gate (10<sup>th</sup> Street).

**Sacramento** - Take I-5 South to Hwy 152 West to Hwy 156 West. Take Hwy 101 South to Prunedale, then Hwy 156 West to Hwy 1 South. Take Hwy 1 South to Monterey. Take the Del Monte Avenue Exit. Turn left onto Sloat Avenue. At the first stop sign, turn left into the Main Gate (10<sup>th</sup> Street).

**Fresno** - Take Hwy 99 North to Hwy 152/33 West to 156 West. Take Hwy 101 South to Prunedale, then Hwy 156 West to Hwy 1 South. Take Hwy 1 South to Monterey. Take the Del Monte Avenue Exit. Turn left onto Sloat Avenue. At the first stop sign, turn left into the Main Gate (10<sup>th</sup> Street).

**Bakersfield/Los Angeles** - Take I-5 North to Hwy 46 West to Paso Robles. Take Hwy 101 North to Salinas, then Hwy 68 West (Monterey Peninsula Exit) to Olmsted Road. Right on Olmsted Road, then left on Garden Road. Take a left on Mark Thomas Drive and a right on Sloat Avenue. At the first stop sign, turn left into the Main Gate (10<sup>th</sup> Street).

**Santa Barbara** - Take Hwy 101 North to Salinas, then Hwy 68 West (Monterey Peninsula Exit) to Olmsted Road. Right on Olmsted Road, then left on Garden Road. Take a left on Mark Thomas Drive and a right on Sloat Avenue. At the first stop sign, turn left into the Main Gate (10<sup>th</sup> Street).

## **DEPARTURE**

### **Participant Responsibility**

DRMI is unable to transport participants to the airport for their return flights. Due to the number of participants leaving within a short period of time, and the incoming participants' arrival.

Participants departing by taxi should plan to arrive at the airport no later than 60 minutes prior to departure. Yellow Cab taxi service (831 646-1234), which is approved for access onto NPS, should be called to pick you up at the VQ and transport you to the airport. Participants are able to reserve a specific time, in advance, for pick up. Reserved pick-ups will be helpful in avoiding departure delays.

### **DRMC**

The course will be completed no later than 1200, on the last day. Return flights/travel arrangements should be scheduled after 1300 or the next day.

### **IDMC/SIDMC**

Participants will complete their course NLT 1530 on the last day. Return flights/travel arrangements should be scheduled after 1630 or the next day.

### **Other Courses**

Return flights should be scheduled after 1200 the day of graduation or the next day.

## **IMPORTANT CONTACT NUMBERS**

831 656-2104 DRMI admin officer (M-F, 0730-1600)  
831 656-2330 DRMI admin office (M-F, 0800-1630)  
831 656-3461 DRMI Fax

831 656-2060 NPS VQ  
831 656-2441 NPS Quarterdeck

### **\*Emergency contact numbers:**

831 402-3205 Admin officer, IMSO  
831 594-2216 Ms. Charlie Orsburn

\*International participants: please contact DRMI if your flight arrival has been delayed or changed. Every effort will be made to collect you from the airport.

If we miss you, please use Yellow Cab Taxi, which should be readily available at the airport or can be summoned at **831 646-1234**, to transport you to the VQ lodging. Yellow Cab is the only taxi service authorized entrance to NPS.

## **COLORS**

The tradition of morning and evening colors is a long-standing one in the U.S. Military and one which is carried out each day here at the Naval Postgraduate School. Morning colors occur at 0800 with the raising of the flag and playing of the national anthem. Evening colors occur at sunset with the lowering of the flag and playing of retreat.

The ceremony honors the American flag and all it stands for as well as the servicemen and women sworn to protect and defend our country. Since many of those who work and study at NPS now come from a broader background - including civilian defense workers, contractors, international students as well as U.S. military - a short reminder how to participate in the ceremony is especially timely.

### **Morning Colors:**

At 7:55 a.m. "First call, first call to colors," is sounded over the PA system immediately before 8:00 a.m. "Attention" is sounded on the PA System. At that time, all personnel outdoors face in the direction of the flag. At 8:00, the flag is hoisted to the top of the flagpole as the national anthem is played. You will render honors as follows:

If you are in ranks, you will be called to attention or order arms.

If you are in uniform but not in ranks, face the colors and give the hand salute.

If you are driving a vehicle, stop and sit at attention but do not salute.

If you are in civilian clothes or athletic uniform, face the colors at attention and salute by placing your right hand over your heart.

If you are a veteran or military personnel not in uniform, face the colors and render a salute.

There is a provision of the 2009 Defense Authorization Act which changes the law to allow U.S. veterans and military personnel not in uniform to render a salute when the national anthem is played. The law took effect October 14, 2009.

"Carry on" is sounded at the completion of the music.

### **Evening Colors:**

At 5 minutes before sunset "First call, first call to colors," is sounded over the PA system. Immediately before sunset "Attention" is sounded on the PA System. All personnel outdoors face in the direction of the flag. At sunset, "Retreat" is played as the flag is lowered from the flagpole. The same honors are rendered at evening colors as at morning.

## THE MONTEREY PENINSULA

La Bahia de los Pinos (Bay of Pines), now Monterey Bay, was first discovered by Juan Rodriguez Cabrillo on November 17, 1542, only 50 years after Columbus discovered the New World. It was not until December 17, 1602, that the Bay was again visited -- this time by Sebastian Viscaino, who landed and reaffirmed Spain's claim to California and gave the port the name of Monte Rey after the Viceroy of Mexican Affairs, who had sent him on the expedition. Under a giant oak tree he gave thanks to God for the safe journey of his band of 200 men.

The first mission was established in 1770 by an expedition traveling by both land and sea. They founded the Mission and Presidio of San Carlos de Borromeo de Monterey. It was under the same oak tree that the viscaino band had prayed 168 years earlier that Father Junipero Serra said mass for his group of explorers. A part of this oak is still standing behind the Royal Presidio Chapel on Church Street in modern Monterey.

A year later, in 1771, Father Serra moved to the Carmel Valley to establish his Capital Mission. The location was chosen because the valley held more promise for farming and orchards and, at the same time, removed the mission from the military atmosphere of the Presidio.

In 1776, Spain designated Monterey as the capital of the Pacific Empire (Baja and Alta California). Thus, in the same year that the Declaration of Independence of the United States was signed on the Atlantic Coast of North America, Monterey became the center of Spanish influence on the Pacific Coast.

Also in the same year, Captain Juan Bautista de Anza arrived in Monterey from Tubac, Sonora (now southeastern Arizona) with the first settlers; this extraordinary overland migration brought the first white women to the area. Five children were born to the expedition during the six-month march and one woman died in childbirth. The first Spanish governor, Felipe de Neve, arrived soon thereafter.

In 1814, the Spanish Custom House was built. However, it was burned in 1818 by the French pirate Bouchard, along with a goodly portion of the Presidio and the town. In 1842, the United States established a consulate in Monterey and Thomas Larkin was appointed to be the first consul to represent the United States.

On July 2, 1846, the United States frigate, SAVANNAH, the flagship of Commodore John Drake Sloat's fleet, sailed into the Port of Monterey to join two other U.S. ships, CYANE and LEVENT. Five days later, on July 7th, the United States flag, then bearing 28 stars, was for the first time officially unfurled over the Mexican Custom House. A proclamation was read by Commodore Sloat declaring the territory to be under the protection of the United States. The era of Spanish and Mexican rule, which had existed since 1770, was at an end.



When the U.S. crew landed, Monterey had a population of about 1,500 people. Yet, this pueblo was the political and social center of an area which included not only all of California as we know it today, but also Nevada, Arizona, Utah, the southwest portion of Wyoming, and the western half of Colorado and New Mexico -- approximately 600,000 square miles.

A few days later, Chaplain Walter Colton, U. S. Navy, arrived on board U.S.S. CONGRESS. Although still a chaplain, he was appointed the first American "Alcalde," or Chief Judge, of Monterey and the neighboring territory. With the consent of the Navy Department, he held this office until the summer of 1849. During this period, he established the "Californian," the first newspaper to be published in California, built its first schoolhouse and public building which was named "Colton Hall" in his honor.

Monterey was the first state capitol of California, and the state Constitution was written here in 1849. But after a very brief period, the capitol was moved to San Jose, gold was discovered in other parts of the state, and the area lapsed into a period of lethargy.

Toward the close of the nineteenth century, outsiders began to discover the beauty of the Bay and the charm of the area. The Hotel Del Monte helped in the development of the Peninsula as a resort area, and distinguished guests from all over the world began to vacation in Monterey. In 1900, the population was still less than 2,000 residents and the city itself was, for the most part, a rather dilapidated town of frame and adobe buildings. However, the visitors -- tourists, artists, and writers -- began to remain, and the Monterey Peninsula began to grow again. Like many other areas in the State of California, the Peninsula experienced a phenomenal growth starting about 1940.

Today the Monterey Peninsula offers the same natural beauty it always has, with the added interests of historic landmarks, art galleries, fine restaurants and shops, famed golf courses, and scenic tours.



