

Defense Resources Management Institute



Naval Postgraduate School
Monterey, California

Participant Handbook

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THE DEFENSE RESOURCES MANAGEMENT INSTITUTE (DRMI)

History

The Defense Resources Management Institute (DRMI) is an educational institution sponsored and supervised by the Secretary of Defense and located at the Naval Postgraduate School in Monterey, California. DRMI faculty are members of the NPS faculty specifically assigned to DRMI for the purposes of providing graduate-level expertise in the associated academic disciplines.

Since 1965, DRMI has conducted professional education programs in analytical decision-making and resources management for military officers of all services, and senior civilian officials of the United States and over 160 other countries. DRMI faculty present these programs on a regularly scheduled basis in Monterey, and by specific arrangement in other locations in the United States and overseas. DRMI programs' principal focus is developing an understanding and appreciation of the concepts, techniques, and decision-making skills related to defense resources management. DRMI's goal for its programs is to enhance the effective allocation and use of resources in modern defense organizations.

Our Approach

The central focus of all DRMI educational programs is on analytical decision making. 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 resource scarcity relative to competing needs and wants; and Quantitative Reasoning -- the basic language and analytic tools, which 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, simply do the following:

- Get approval from your agency.
- Send an e-mail to 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 6-8 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

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 Course Coordinator at DSN 756-2104/(831) 656-2104 or e-mail DrmiAdmin@nps.edu.

International Participants

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

DRMI faculty present 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 our course coordinator at DSN 756-2104/(831) 656-2104 or e-mail DrmiAdmin@nps.edu.

ATTENDANCE POLICY

Attendance is mandatory for all course-related events at the times noted on the schedule or 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

In order to receive a course completion certificate, participants are required to participate in the entire course, including the final exercises. Participants who do not complete the entire course will receive a letter of attendance in lieu of a completion 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**.

Excused Absences

If a participant needs an excused absence for a personal reason besides illness, they must request, through their discussion leader, advance approval from the Executive Director. The Executive Director will only approve, according to personal judgment, two excused absences during the course. If a participant needs further excused absences, the Executive Director will determine whether such absences are excessive. If the Executive Director finds that the absences are excessive, the Executive Director may decide that the participant is unable to complete the course. If a participant's family is in Monterey, family obligations do not justify an excused absence.

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 their sponsoring organization.

If this policy is unclear, please request an explanation.

DRMI FACILITIES AND SERVICES

Administrative Services

Kathi Noyes, the Administrative Officer/International Military Student Officer (IMSO), and her staff will be available to assist you during your stay.

The administrative office is located in room 101B, Halligan Hall.
The academic materials office is located in room 101E, Halligan Hall.
Ms. Charlie Orsburn, Field Studies Program Manager, is located in room 289, Halligan Hall.

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.

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 as many official faxes as you require through 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 in Halligan Hall (Bldg 234). See maps at the end of this handbook.

Mailing Address:

The mailing address while attending the course will be:

Your name
DRMI
699 Dyer Rd, Room Ha101b
Bldg. 234, Halligan Hall
Naval Postgraduate School
Monterey, CA 93943

Receipt of Mail

Incoming mail is posted in the participant mailboxes Monday through Friday. Mail delivery service is not available on weekends.

Bulletin and Electronic Message boards

Outside, to the right of the Administrative Office, are course schedule, roster, participant rosters and general interest bulletin boards. In the lobby there is a white marker board, where messages for participants will be posted. Also located in the lobby is an electronic message board, where we will run applicable messages and reminders. Please check these boards daily.

Administrative Fee

A one-time administrative fee will be collected from you to defray costs of the class photo, opening and closing receptions, your personal coffee cup, and the coffee mess operated by DRMI. Coffee, tea, hot chocolate, water, and daily newspapers are available for participants.

Class Photo

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

Gate Access / Identification Card

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

All participants will receive a gate access card (BIDS). The sole purpose of this card is to be able to access the campus via pedestrian turnstiles.

International participants, attending courses longer than 5 weeks, will be issued a gate access card (BIDS) and a Common Access Card (CAC). The CAC card, along with a copy of your ITO will allow access to the Navy Exchange and other facilities.

These cards expire at the end of the course and must be returned before you depart.

BIDS Registration/ U.S. and International Participants

Gate access cards are programmed to use any one of the three turnstiles for entry onto NPS. One turnstile is located near the Del Monte gate entrance, and the other two are located on the perimeter fence on Sloat Avenue at 5th Street and another at 9th Street. Pedestrian turnstiles may be accessed 24 hours a day.

Field Studies Program

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.

Ms. Charlie L. Orsburn, DRMI's Field Studies Program Manager, Room 289, 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, you must smoke a minimum of 15 feet from any building. Please do not smoke where the wind will blow smoke into a building entrance or in the midst of a high-traffic area. Please make sure to place any cigarette butts in the appropriate receptacle.

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 and a mailing label in which your course materials may be shipped home. Only official documents may be shipped in this box.

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 made to the posted schedule. Please check 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 in the DRMC may receive four units of transferable graduate credit for courses of four weeks or longer. To receive credit, a participant must register with the administrative office in the first week of the course and successfully pass course examinations. There is a fee to obtain an NPS transcript. For further details, contact the administrative office.

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 AA 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 and will not return in time for classes, please call the administrative office. You may receive an unexcused absence in accordance with DRMI's attendance policy.

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 lectures slides and other course related materials.

Copy Services

You may make official copies free of charge. See the administrative office for more information.

Library Services

While you are a participant at DRMI, you have access to the Dudley Knox Library. Please see the website of the library for more details.

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

IDMC/SIDMC Opening Receptions Dress Code

Coat and tie (or national dress) is required for the opening and closing receptions, field trips and other official functions.

Name Tags

Please wear the name tag provided to you by DRMI to all lectures, discussions and official functions.

National Holidays

While at DRMI, U.S. national holidays are observed. If your nation is celebrating a national holiday and you wish to share it with fellow participants, please coordinate with the administrative office.

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.

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, Ethic, 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 military 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 complete before graduation, DRMI will withhold that participant's certificate of course completion until the local authorities have made a determination.

ACCOMMODATIONS

Lodging

The DRMI administrative officer will reserve one room for each participant in the Visitors Quarters (VQ). Payments are made directly to the VQ front desk. Any problems regarding services or facilities should be reported directly to the VQ front desk. If the problem is not resolved, within a reasonable timeframe, please see the Administrative Officer, Kathi Noyes.

Cooking is permitted in rooms that have kitchenettes. Fire regulations prohibit cooking in non-kitchenette rooms; however there is a microwave oven provided.

The dining room, on the ground floor of the main building, serves meals Monday through Friday. Saturday meal service is available from 1600-2100. No meal service is available on Sunday.

The schedule for meals and beverage service can be found at:

<http://www.nps.edu/Services/MWR>

Lodging Amenities

Each room has a private bath and is equipped with a desk, television, small refrigerator, two-burner stove-top (stove-tops are not available in single rooms or in VIP suites), microwave oven, coffee maker, and hairdryer. Every room has a direct telephone number and voice mail. All of the rooms offer free WiFi. Please note that in some areas of the VQ, WiFi is not reliable.

Upon check-in, the VQ staff may request a credit card to place on file.

VQ / No Family Quarters on Base

No family quarters are available on base.

Due to lack of family facilities and activities, we strongly discourage accompanying dependents.

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

Statements of Non-availability

DRMI coordinates with the VQ to ensure an adequate number of rooms are available for each class. We will not provide a statement of non-availability, unless exceptional circumstances warrant.

Off-Based Short-term rentals

Rentals off the base are scarce and costly (\$2,000 to \$4,000 per month). To reiterate, we strongly discourage accompanying dependents.

Transportation

No government transportation is available. 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

A major credit card is required to rent a car, and a valid driver's license from your country is required to drive. If you decide to drive your own vehicle or rent one while you are attending the course, limited parking is available. Inadvertently parking in a reserved area will yield a violation ticket (\$75.00) Seat belts must be worn; violation tickets are issued for all traffic violations on and off Naval Postgraduate School grounds.

Participants are solely responsible for private vehicles. DRMI staff will not assist participants regarding the use, registration, or other issues regarding private transportation.

Cell Phones

Cells phones are not allowed to be used while driving a vehicle, unless you have a hands-free device. It is illegal to text while driving. (These laws apply to all of the state of California.)

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

If you are eligible, you must coordinate care and logistics with the IMSO, Kathi Noyes.

It is recommended that participants go to Sick Call (0630 to 0800) Monday through Friday (via yellow cab taxi- 831 646-1234). *DRMI does not have the resources to transport participants to/from sick call.*

International Military participants should bring their CAC card and a copy of their Invitational Travel Orders (ITO).

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.

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.

Personal Responsibility for Medical and Dental Care

Every effort needs to be made not to schedule routine, non-critical or elective medical or dental treatment during academic class time. The priority while at DRMI is attendance at all academic events.

Except in emergency cases, a participant must receive permission in accordance with the published attendance policy and coordinate care with the admin officer.

NPS FACILITIES AND SERVICES

Subsistence

Meals may be purchased in the El Prado Dining Room, located on the ground floor of Herrmann Hall and Del Monte Café, located in the academic quad. Costs vary according to menu selection. Meals are served Monday through Friday. Limited meal service is available on Saturday (1600-2100) in the Trident Room (located on the ground floor of Herrmann Hall). No food service is available on Sunday.

For more information visit the website: <http://www.nps.edu/Services/MWR>

The Monterey Peninsula area is renowned for its many excellent restaurants.

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 automobile service station.

U.S. military and international participants have full NEX privileges. International participants will be able to purchase items at the NEX with a copy of your ITO and your passport; US civilian participants, with a copy of your training orders and a CAC or photo ID; IDMC participants, with your CAC card and ITO.

Post Office

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

Banking

A branch of the Navy Federal Credit Union is located next to the Navy Exchange. If you are not eligible for the Navy Credit Union and need a bank account while you are here, there are local banks in Monterey where you may open an account. Please see Mrs. Charlie Orsburn, Room 289, for further details.

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 in the hallway between the La Novia and the El Prado dining rooms, on the ground floor of Herrmann Hall. ITT is able to provide information on

upcoming tours, attractions, and special events. For more information please visit the MWR website at: <http://www.nps.edu/Services/MWR/>

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 Monterey Sports Center located in downtown Monterey has an indoor pool available to use for a fee. 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. Bike rentals are also available at the gym.

For more information please visit the MWR website at:
<http://www.nps.edu/Services/MWR/>

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 will likely be prosecuted as a federal offense.

While attending our course, participants are strongly encouraged not to leave valuables or personal items unattended at any time. Please secure valuable property. If you believe a crime has been committed, first contact the NPS police, the administrative officer and/or the field studies manager for assistance.

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. 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, and others.

International participants 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. Yellow Cab taxi service (831-646-1234) *must be summoned by phone* to the airport and will transport you to the VQ lodging accommodations. Yellow Cab is the only taxi service authorized to enter 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 (10th 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 (10th 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 (10th 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 (10th 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 (10th 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 (10th Street).

DEPARTURE

Participant Responsibility

Due to the number of participants leaving, within a short period of time, DRMI is not able to transport participants to the airport for their return flights.

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) must be called to pick you up at the VQ and transport you to the airport. Participants are able to reserve a specific time for taxi pick up, in advance, to avoid departure delays.

DRMC

Participants will complete the course no later than 1100 on the last day. Return flights should be scheduled after 1100 or the next day.

IDMC/SIDMC

IDMC participants will complete the course NLT 1500 on the last day. Return flights should be scheduled after 1500 or the next day.

Other Courses

Return flights should be scheduled after 1600 the day of graduation or the next day.

IMPORTANT PHONE NUMBERS

831 656-2104 DRMI Admin Office (M-F, 0700-1630)

831 656-3461 DRMI Fax

831 656-2060 NPS VQ

831 656-2441 NPS Quarterdeck

*Off duty hours:

831 920-8770 Kathi Noyes (IMSO-Administrative Officer)

831 634-1995 Mike Nixon (Faculty)

831 594-2216 Ms. Charlie Orsburn (FSP Program Manager)

813 810-7836 Luis Morales (Faculty)

*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 call Yellow Cab Taxi at **831 646-1234** to transport you from the airport to your VQ lodging. **Yellow Cab is the only taxi service authorized entrance to NPS.**

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.

