

Participant Handbook



Defense Resources Management Institute

Naval Postgraduate School
Monterey, CA

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DEFENSE RESOURCES MANAGEMENT INSTITUTE BACKGROUND

(<https://my.nps.edu/web/drmi/>)

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/) or;
- Send an e-mail to drmiadmin@nps.edu with the following information:
 - Name
 - Title/Rank
 - Job title
 - Organization
 - GS or military rate
 - DSN and commercial phone number
 - E-mail address
 - Comments

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

U.S. Reservists

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 the 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 email 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.

The 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.

ACADEMIC INFORMATION

Active Participation

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

Weekly Schedule

The weekly course schedule will be 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

With the aim of encouraging openness of discussion and facilitating the sharing of information, the DRMI adheres to a strict non-attribution policy among participants. Participants are free to use the information received but neither the identity nor the affiliation of the speakers, nor that of any other participant, may be revealed. 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. In addition, visits to the classroom by anyone who is not a course participant, DRMI faculty, staff or an invited guest speaker will not be allowed, unless permission is granted by the Executive Director and the identity of the individual(s) is announced before the class.

Classification Level (Unclassified)

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

Graduate Credit Option

Participants may receive four units of transferable graduate credit in Management for the DRMC and IDMC. Participant's take/pass 2 course examinations to earn the credits.

The DRMC earns 116 CPE's; 81 Hours FM certification, Level III (visit FM online to record hours). Our shorter courses also have varying numbers of CPE 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 831-656-2104.

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, each participant will receive a compact disc 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/>

ATTENDANCE POLICY

Attendance is mandatory for all course-related events at the times noted on the schedule or as indicated by the discussion leader. The DRMI has a mandatory attendance policy for many reasons. The DRMI courses are highly integrated and the 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 lecture or discussion period 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 all course sessions is mandatory.

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 graduation certificate.

Illness

In the event of illness before class, participants must call the administrative office prior to the start of class at 0830 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 numbers of the administrative office are: +831-656-2104; +831-656-1970; +831-656-2996; +831-656-2330

Unexcused Absences

Failure to obtain an excused absence or habitual tardiness will result in an unexcused absence. The Executive Director or IMSO 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 further explanation.

Standards of Conduct

All faculty, staff, and participants of the 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 participant outcomes. Participants 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 participant 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 the DRMI courses.

Sexual Harassment

The DRMI follows U.S. federal statutes that clearly define and prohibit sexual harassment. These statutes specifically forbid such objectionable behavior as: unwelcome sexual advances, requests for sexual favors, and deliberate or repeated offensive comments, language or gestures of a sexual nature. Sexual harassment may be real, imagined, flagrant or subtle, and can apply to either gender. Any and all personnel who witness an event must intervene and act responsibly to stop it.

Proper behavior toward other course participants, both men and women, is fundamental to all cultures represented at the DRMI. Sexual harassment will not be tolerated at the DRMI. Misconduct could result in dismissal from the DRMI and referral to authorities for possible prosecution. Please report any cases of sexual harassment directly to the Administrative Officer immediately. All possible measures will be taken to maintain confidentiality while the proper course of action is being taken.

Racial, Ethic, and Religious Tolerance

The DRMI follows U.S. federal statutes that govern standards of acceptable behavior and is committed to creating a culture of respect. These statutes lay the foundation for an environment where everyone is valued, understood, and included. These statutes specifically forbid behavior based on racial, ethnic, or religious hatred, including 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 the DRMI. Please report any cases of intolerance or insensitivity directly to the Administrative Officer.

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.

The DRMI personnel will not presume guilt nor will we take any action without clear evidence of innocence or guilt. The DRMI cannot provide legal assistance if you are detained by the police. The 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, the DRMI will withhold that participant's certificate of course completion until the local authorities have made a determination.

PARTICIPANT POLICIES

NPS Dress Code

The dress code at NPS is business casual. Business casual does not require a coat or tie. Specifically, it includes collared shirts and dress slacks for men and either a dress or dress blouse, and dress slacks/skirt for women. Participants may wear turtlenecks and sweaters as long as they present a professional appearance. All men's shirts must be tucked in with the exception of turtlenecks and sweaters. Collarless shirts or mock turtlenecks are not acceptable. Men's footwear will be leather lace-up or loafer style. Athletic (sneakers), or recreational outdoor footwear (hiking shoes) are not authorized. Women's footwear shall be appropriate in style and quality as to match the overall appearance of the clothing being worn.

Denim jeans, short pants, tee shirts, athletic gear, and sneakers are not allowed during class sessions.

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 course opening and closing; business casual attire for all other official functions, unless directed otherwise by the Administrative Officer.

Name Tags

DRMI will provide you with a nametag. Please wear it to all lectures, discussions and official functions.

National Holidays

While at DRMI, U.S. national holidays are observed. International participants receive up to two DSCA approved national holidays.

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.

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.

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 the second 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 +8316563461.

Academic Facilities

The 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). 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

There is a full-service U.S. Post Office located on base in Building 260 (near the Navy Exchange). Hours of operation are 0930-1530 Monday through Friday.

Mail is collected from the mail room 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 of the Administrative Office are: course schedules, roster, participant rosters and general interest bulletin boards. Outside the admin office is also a white board where messages for participants will be posted. Please check these boards daily.

DRMI Coffee, Tea and Filtered Water Services

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. Please bring your own travel mug or disposable cup – none will be provided.

Class Photo

During the first week of the course a group photograph of the class will be taken. Attire for the class photo is business attire or national dress. Each participant will be provided a hard copy and an electronic copy.

Gate Access / Identification Card

U.S. participants must use their Common Access Card (CAC) card to gain base access.

International participants must use their Passport and ITO to gain base access. Participants attending courses 4 weeks or longer will be issued a Department of Defense ID card, also known as: 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 in the first week of training. Please note: International participants must carry their Passport and ITO at all times, until their CAC card is issued.

International participants attending courses less than 4 weeks, will not have a CAC ID are required to carry their ITO's and passports with them at all times.

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

Field Studies Program (FSP)

The Field Studies Program (FSP) consists of a series of events and activities designed to give international participants a balanced understanding of American life outside of a classroom setting. The FSP specifically targets an understanding of U.S. society, institutions, ideals, culture, and the way in which these elements reflect the U.S. commitment to basic principles of internationally recognized human rights. To achieve this, the FSP seeks to provide exposure to the following facets of American life:

- Human rights
- Diversity of American society and life
- U.S. government institutions
- Political processes
- Judicial system
- Human rights
- Free market system
- Education system
- Health and human services
- Press and other communication media
- International peace and security
- Civil-military relations

Information about specific FSP events and activities will be provided after arrival.

Use of Laptop Computers, Tablets and Mobile Phones

Participants are welcome to bring their own laptop computers, tablets and mobile phones to Monterey. However, the use of laptop computers, tablets and mobile phones is not permitted during class time unless by permission from the Administrative Officer to aid in translation or for educational or classroom use as directed by a DRMI faculty member.

Personal Computer Support

DRMI does not provide support for personal computers, tablets or mobile phones. 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 24/7. 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 as well. It is expressly prohibited to access, store, process, or display offensive or obscene materials on NPS (DRMI) computer systems. Please be aware that NPS *does* monitor computer use.

No Smoking Policy

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. A map showing areas is included in your course binder. 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.

Shipment of Course Materials

At the end of the course, 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.

ACCOMMODATIONS

Lodging

We provide lodging assistance for the Navy Gateway Inn and Suites (NGIS) located on base at the Naval Postgraduate School. We will reserve one room for each participant at NGIS.

No family quarters are available on base. DRMI does not assist with off-base housing arrangements.

Cooking is permitted in rooms that have kitchenettes. Fire regulations prohibit cooking in non-kitchenette rooms with the exception of the microwave oven provided.

Light housekeeping service is performed each day, except days when full service is provided or the guest checks out. Light housekeeping service includes: empty trash, clean the tub and sink(s), change towels if requested, light vacuum in traffic areas and make the bed (no linen change). Full housekeeping service is completed every seventh day for stayover guests. Full housekeeping service includes all of the above plus linen change, complete vacuuming and dusting.

Please note that guests are required upon check out to return the lodging accommodations in the same condition when received, with allowances for ordinary wear and tear. Within the kitchenette area, guests are expected to maintain the cleanliness of the microwave, stovetop and counters. We also ask that food items not be left "open" as this tends to attract ants. NGIS does not provide maid services. We provide housekeeping services.

Please visit their website at <http://my.nps.edu/web/navy-gateway/accomodations>

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 rooms offer free WiFi. All local and long-distance telephone charges are collected by the NGIS front desk.

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

Cashless Policy (No Cash Policy)

The base at the Naval Postgraduate School **does not** accept cash payment for any purchases. This no cash policy extends to all of the services offered on base at the Naval Postgraduate School.

Statements of Non-availability

NGIS is able to provide non-availability statements; 831-656-2060.

Transportation

Government transportation is not available.

The DRMI lecture hall and classrooms are located within walking distance of NGIS.

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

Private Vehicles

Traffic regulations are strictly enforced on NPS. The speed limit at all times is 20 mph. Restricted parking spaces on campus are clearly marked and include, but are not limited to: faculty permit areas, transient and permanent resident and government vehicle spaces, etc. All other designated parking spaces, not restricted by category, may be used as open parking. 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 does not assist with matters concerning POV's or rental cars.

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.

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. In addition, breakfast and lunch are served at the Café Del Monte (Mon-Fri 0700-1400) and a full-service Starbucks Coffee (Mon-Fri 0630-1730, Sat 0900-1400), both located adjacent to the library.

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

Navy Exchange

The Navy Exchange Retail Store (NEX) is a short walk from NGIS. 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 TLA payment. A branch of the Navy Federal Credit Union is located on base. IMS can open an account there.

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 NGIS 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/>

Fitness Center

There is a gym, the Monterey Bay Athletic Club, located on base at NPS. 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/>

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 and then the Administrative Officer for assistance.

Participants who will request 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 can take up to 2 weeks or more to be approved.

MORNING AND EVENING 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 before 0800. "Attention" is sounded on the PA system. At that time all personnel outdoors face in the direction of the flag. 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 is at morning.

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 mobile 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 – U.S. 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.

U.S. 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.

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 Regional Airport (MRY) is serviced by the following domestic U.S. airlines: United Airlines, American Airlines, and Alaska Airlines.

International participants (unaccompanied) flying into Monterey will be greeted at the airport by a DRMI faculty member and transported to NGIS lodging. Participants should schedule their arrival into Monterey no earlier than the Saturday and no later than 1730 on the Sunday immediately preceding the course start date. If for some reason we miss you, please use Yellow Cab Taxi Service, which should be readily available at the airport or can be summoned at **831-646-1234**, to transport you to NGIS lodging. Yellow Cab Taxi Service is authorized entrance onto NPS.

Taxi Service

The Monterey Regional Airport (MRY) is located approximately three miles (4.8km) from the Naval Postgraduate School. The Yellow Cab Taxi Service (831-

646-1234) available at the airport will transport you to the NGIS lodging accommodations. Yellow Cab is the only taxi service authorized entrance onto the base at NPS. Other taxi cab companies and ride share services such as Uber or Lyft will not be allowed through the gate at NPS; you will be dropped off outside the gate.

From Monterey Airport by Car

Follow the airport 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. Turn right at the first stop sign into the Main Gate (10th Street). After showing your credentials, continue straight through the gate on Morse Drive. Turn left onto University Avenue. Turn right into the NGIS parking lot. Find an unrestricted parking space in the rear of the lot. Check in at the NGIS front 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

From 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).

From 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).

From 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).

From Los Angeles or San Diego - 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).

From 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 Departure Times

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 NGIS 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 participants will complete their course no later than 1200, on the last day. Return flights/travel arrangements should be scheduled after 1400 or on the following day.

IDMC and SIDMC participants will complete their courses no later than 1500 on the last day. Return flights/travel arrangements should be scheduled after 1700 or on the next day.

For all other courses, return flights should be scheduled after 1400 on the last day or on the following day.

IMPORTANT CONTACT NUMBERS

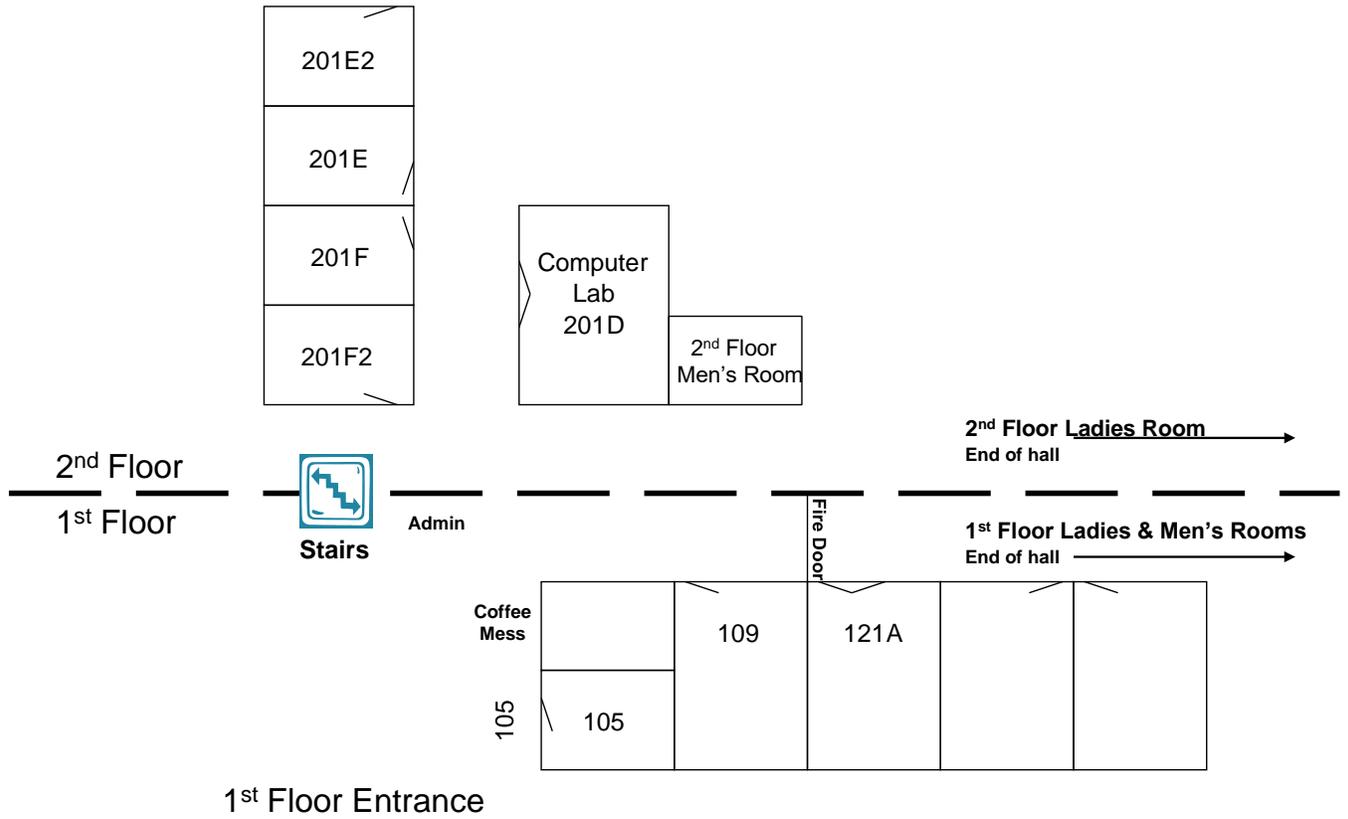
831-656-2104	DRMI Administrative Officer (M-F, 0730-1600)
831-656-2330	DRMI admin office (M-F, 0800-1630)
831-656-3461	DRMI Fax
831-656-2060	NPS Navy Gateway Inn and Suites
831-656-2441	NPS Quarterdeck

***Emergency contact numbers:** 831-200-5692 DRMI Administrative Officer, IMSO

*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.

MAPS

DRMI Discussion Rooms (Halligan Hall – 1st & 2nd floors)





BUILDING KEY

ACADEMIC BUILDINGS

Bullard Hall (233).....	B4
Center for Civil-Military Relations (259).....	C2
Dudley Knox Library (339).....	A3
Glasgow Hall (302/304/305).....	A2
Halligan Hall (234).....	A4
Ingersoll Hall (330).....	A3
King Hall (237).....	B5
ME Lecture Hall (255).....	A5
Quad Auditorium (247).....	A5
Reed Hall (310).....	A3
Root Hall (235).....	A3/B4
Spanagel Hall (232).....	B5
Watkins Hall (245/246).....	A4

BASE SERVICES

Cafe Del Monte (290).....	B3
Chapel/Chaplains Office (300) ...	C2
Dental Clinic (220).....	C3
El Prado Dining (220).....	C3
Fitness Center (208).....	C2
Navy Exchange (NEX, 303).....	C1
Navy Exchange Autoport (345).....	C1
Police Services (436).....	D4
Post Office (260).....	C2
PSD (277).....	B3
Public Works (426/427).....	D3/E3
Recreation Fields/Courts....	C2/C4/D3
Tickets & Tours (MWR, 220).....	C3
Trident Room Dining (220).....	C3

ADMINISTRATIVE SERVICES

NSAM Headquarters (271).....	B3
Human Resources (220).....	C3
ID Card Lab (280).....	B3
Main Gate (258).....	A5
Registrar (220).....	C3
Travel Office (300).....	C2
Vehicle Registration (254).....	B5

LODGING

International Student BOQ	
Herrmann Hall (221/222).....	B3/C3
Navy Gateway Inns & Suites	
Herrmann Hall (220).....	B3

PARKING KEY

- Open Parking
- Carpool/HOV
- Permit
- Timed
- Restricted

*Motorcycle Parking is located near Lot F, Lot C, and Lot K

**Some lots have mixed parking. Heed signage.

ALL EMERGENCIES DIAL 9-911

POLICE SERVICES.....	656-2555
PUBLIC WORKS.....	656-2526
POST OFFICE.....	656-1734
CHAPEL OFFICE.....	333-2241
NPS QUARTERDECK.....	656-2441
VEHICLE PASS/ID.....	656-3477
NAVY LODGE.....	372-6133
TICKET & TOURS (MWR).....	656-3223
LEGAL OFFICE.....	656-2506
NAVY EXCHANGE.....	373-7277
NSAM HEADQUARTERS.....	656-2279
NAVY GATEWAY INNS & SUITES	656-2060

ALL AREA CODE PREFIXES (831)

NAVAL SUPPORT ACTIVITY MONTEREY

Monterey, California



AUGUST 2017
POC: Laura Horton NSAM PWD

