



2017 STRENGTHENING MONTEREY BAY'S NATIONAL DEFENSE ASSETS



A CALL TO ACTION

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EXECUTIVE SUMMARY

The Monterey Bay Area is home to 15 U.S. Department of Defense (DoD) activities, which are collectively referred to as “Team Monterey”. The Team Monterey organizations make unique and important contributions to national defense, provide exceptional military value to our country, and possess many strengths. With a total economic impact of over \$2 billion per year, Team Monterey is one of the four main pillars of the Monterey Bay economy, along with agriculture, tourism and education. In addition, Team Monterey diversifies the local culture and economy in a significant way, providing a wide range of civilian professional jobs and career paths that would not otherwise be available here. The Monterey Bay Area has benefited enormously and in many ways from the presence of Team Monterey.

The City of Monterey has taken a number of steps in the last year to analyze the local national security cluster including commissioning a Strengths Weaknesses Opportunities and Threats (SWOT) study of Team Monterey.

In 2016 the City of Monterey formed the Monterey Bay Defense Alliance (MBDA) to serve as a advisory group to help guide Team Monterey and local government to a stronger and more resilient DoD presence in the region.

The Monterey Bay Defense Alliance (MBDA) has developed a strategic plan with three key goals:

- 1. Define and illustrate the dense network of national security assets co-located or proximately-located on Monterey Bay,**
- 2. Expand and deepen relationships within the network to increase National Security competencies, and**
- 3. Increase “values” of quantitative and qualitative measures of National Security value for emergent threats.**

The MBDA strategic plan seeks to strengthen Team Monterey by defining it as a subset of a larger Monterey Bay National Security Cluster, including relevant local non-DoD organizations, and fostering collaboration and synergy among all members of the Cluster. Tying Team Monterey to the larger Monterey Bay National Security Cluster, including select Silicon Valley companies, will reinforce the geographic imperative and mission advantage for retaining Team Monterey in place.

Together, the City and MBDA have defined and prioritized actions necessary to strengthen the military presence in the Monterey Bay Area. These actions, presented in this report, are necessary to prepare the Monterey Bay Area for the next Base Realignment and Closure (BRAC) decisions.

Completion of these actions within the next several years will very likely amplify decisions in favor of Team Monterey. Conversely, failure to complete these actions will leave potential vulnerabilities in place that might lead to a catastrophic hit to Team Monterey in the next BRAC round, with potentially devastating impacts on the Monterey Bay economy.

This report gives a high-level overview of each Team Monterey organization, provides historical context for the next BRAC round, describes the BRAC process, discusses potential Team Monterey vulnerabilities to BRAC, and presents strategy and specific actions for strengthening the local military presence and preparing for BRAC.

Like all DoD activities, the Team Monterey organizations are subject to potential relocation, downsizing or shutdown through the BRAC process. BRAC is designed to be a competitive process, with communities, bases and even the military services competing to demonstrate who provides the most value to our national security. As of this date there are no additional BRAC rounds scheduled, and the previous Congress explicitly blocked BRAC rounds in 2017 and 2018. However, recent remarks by ranking members of both parties combined with the new Administration's expressed wish to strengthen the DoD budget, can lead to a renewed assessment of all legislative options, including BRAC.

This report is intended to be a call to action for local and state government, the Team Monterey organizations, and other parties interested in preserving and strengthening the military presence in the Monterey Bay Area.

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1. INTRODUCTION

The Monterey Bay Area is home to 15 U.S. Department of Defense (DoD) activities: Defense Language Institute Foreign Language Center (DLIFLC); Naval Post Graduate School (NPS); Fort Hunter Liggett (FHL); Presidio of Monterey (POM); Defense Manpower Data Center (DMDC); Camp Roberts Maneuver Training Center (CRMTC); Naval Support Activity Monterey Bay (NSAMB); Fleet Numerical Meteorology and Oceanography Center (FNMOC); Naval Research Laboratory Marine Meteorology Division (NRL/MRY); 514th Signal Company (SATCOM); Personnel and Security Research Center (PERSEREC); Army Analytics Group Research Facilitation Team(AAG/RFT); Defense Resource Management Institute (DRMI); TRADOC Analysis Center Monterey (TRAC Monterey); and Ord Military Community (OMC). These activities, which we refer to collectively as “Team Monterey”, a name first coined by former Congressman Sam Farr, contribute significantly to the defense of our nation. Appendix A gives a brief synopsis of each Team Monterey organization.

Team Monterey provides exceptional military value to our country and possesses many strengths.

For example:

- DLIFLC provides culturally based foreign language education, training, evaluation and sustainment to enhance the security of the nation. Many of the most complex languages taught at DLIFLC, based on DoD's intelligence demands, are available in the region and serve as a valuable source of native speaking faculty members. California offers the greatest language diversity in the nation providing the school with first class native speakers and instructors.
- NPS provides unique advanced education and research programs to increase the combat effectiveness of the Naval Service. NPS holds multiple prestigious academic accreditations, and its extensive list of distinguished alumni is a significant strength. The proximity to Silicon Valley offers a multitude of collaborative opportunities.
- FHL provides combat support and other training to all branches of the U.S. military and allied nations. FHL is exceptionally well suited to host large-scale joint exercises, and major tenant organizations include a variety of training and logistics units
- DMDC manages personnel, manpower, training, financial, and other data for DoD. DMDC benefits from the intellectual capital of the Monterey region and Silicon Valley, and DoD's increased interest in leveraging cyber talent.
- CRMTC facilitates the training, mobilization and security of the National Guard, Army Reserve and active-duty Army units. The Army has publicly stated that it considers maneuver training space and ranges, similar to those provided by CRMTC, as irreplaceable assets.
- FNMOC produces weather and ocean forecasts, weather satellite imagery and tactical decision aids 24x7 in support of naval operations worldwide. FNMOC's global, regional and tropical numerical weather prediction models, developed by NRL/MRY, are among the best in the world.
- NRL/MRY does meteorological and oceanographic R&D to ensure environmental information superiority for DoD. The close and productive relationship between NRL/MRY and FNMOC is widely-known and highly respected.
- The SATCOM facility at Camp Roberts is one of the most important DoD communications nodes in the entire Continental United States.

Team Monterey provides over 15,000 local jobs and over \$1.4 billion per year in local payroll. With a total economic impact of over \$2 billion per year, this makes Team Monterey one of the four main pillars of the Monterey Bay economy, along with agriculture, tourism and education. In addition, Team Monterey diversifies the local culture and economy significantly by funneling a constant stream of highly skilled military personnel and their families through the community and providing a wide range of civilian professional jobs and career paths that would not otherwise be available here. The Monterey Bay Area has benefited enormously in many ways from the presence of Team Monterey.

Like all DoD activities, the Team Monterey organizations are subject to potential relocation, downsizing or shutdown through the Base Realignment and Closure (BRAC) process, as well as other cost-cutting measures. BRAC is an essential function of DoD, as it provides the means to obtain needed resources by relocating jobs for improved efficiency, cutting jobs no longer needed and closing bases that are obsolete. Ultimately, the men and women of the U.S. military, who put their lives on the line to defend our country every day, benefit from BRAC, as it frees up resources to invest in them and produces a more capable military base structure to back them up. BRAC makes a necessary and important contribution to national defense.



In many ways, BRAC is a competitive process, with communities, bases and even military services competing to demonstrate who provides the most value to our national security, and thus deserves continued investment from DoD. Given the scope and complexity of the issues at hand, and recognizing that the BRAC process relies ultimately on potentially fallible human judgment, it is wise for communities and bases to prepare thoroughly for BRAC in order to make the best possible case when the time comes. A BRAC decision to favor one base over another often turns out to be a close call, and this preparatory work can tip the balance.

Of course, Monterey County is no stranger to BRAC, having lost Fort Ord in the 1991 BRAC round, faced the potential loss of NPS, DLI and other components of Team Monterey in subsequent BRAC rounds, and lost the Defense Finance and Accounting Service, Seaside, in the 2005 round. The City of Monterey has been active in prior BRAC rounds, developing the “Monterey Model”, a municipal-military partnership established to provide cost efficient services that increase mission effectiveness, and sending senior personnel to testify before the BRAC Commission on several occasions. The relationship between a base and the surrounding communities is always an important consideration for BRAC.



As of this date there are no additional BRAC rounds scheduled. Indeed, through the National Defense Authorization Act for Fiscal Year 2017, the previous Congress explicitly blocked BRAC rounds in 2017 and 2018. While the average time interval between the first 5 BRAC rounds was 3.5 years, it has now been 12 years since the last round, as Congress has blocked additional rounds requested by the Obama Administration. In April of 2016, DoD reported that it had 22% excess base capacity that it needed to

eliminate. Since each BRAC round typically discards about 5% of capacity, this would imply the urgent need for at least four additional normal-sized BRAC rounds. Finally, the threats facing the United States have changed dramatically since the last BRAC round, with the rise of ISIS, China’s militarization of the South China Sea, a resurgent and aggressive Russia, and the increasing menace of cyber warfare, while DoD’s base structure has remained essentially unchanged. Thus, at some point, the dam will break and another BRAC round will take place. This will most likely happen in 2019 or 2021, with 2020 probably off limits as a Presidential election year.

The Monterey Model is well known and highly respected by DoD, and the Team Monterey organizations make valuable and unique contributions to our national defense. Still, there are potential vulnerabilities that could threaten the ability of Team Monterey to survive the next BRAC round. Relocation to less expensive parts of the country, transfer of mission and funding to other DoD organizations, or replacement by private industry located elsewhere, are threats that come immediately to mind. A BRAC decision to close even one of the Team Monterey organizations could quickly lead to a catastrophic cascade of BRAC actions that close all of the organizations, with severe economic

impacts on our communities. Consequently, it is imperative for the Team Monterey Organizations, local governments and other interested parties to begin preparations for the next BRAC round now in order to mount a successful defense.

Toward that aim, the City of Monterey hired Public Private Solutions Group, Inc. (PPSG) of Alexandria, VA, to visit each Team Monterey organization in 2015 and produce an extensive Strengths Weaknesses Opportunities and Threats (SWOT) Report. The Team Monterey SWOT Report is a valuable reference document for guiding the City's efforts to build a more robust and resilient military presence in the region and prepare for BRAC. The City also sponsored a BRAC Symposium in 2016 which brought together BRAC experts, local community leaders, representatives from Team Monterey, and the general public to discuss the way ahead. City officials met with senior Pentagon leaders both in Monterey and in Washington DC in 2016 to extoll the virtues of Team Monterey. In early 2017, the City established and filled a Military Affairs Coordinator position and began a dialogue with Congressman Jimmy Panetta (D-CA) regarding strategy for strengthening Team Monterey.

The City of Monterey also formed the Monterey Bay Defense Alliance (MBDA) in 2016 to serve as a steering group to help guide Team Monterey and local government to a stronger and more resilient DoD presence in the region. The City and MBDA have developed a Strategic Plan that will provide high-level guidance for strengthening the military presence in the Monterey Bay Area. MBDA is also engaged at the State level, with MBDA Chairman Oliver presently serving on the Governor's Military Council.

Efforts similar to those of the City and MBDA are being pursued by virtually all of the other communities across the country that host large military bases, as they also look to improve partnerships with their bases and gear up for the competition that will play out in the next BRAC round. If necessary, the City and MBDA will engage senior DoD leaders, Members of Congress and the BRAC Commission in ways that the Team Monterey organizations cannot.



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2. HISTORY AND CONTEXT OF BASE CLOSURES IN CALIFORNIA AND MONTEREY



Through the 1960s and most of the 1970s, U.S. military bases were closed, moved or otherwise realigned purely at the prerogative of the President, acting through his Secretary of Defense. There was very little transparency and minimal consultation with Congress and the military departments. Members of Congress often felt that some basing decisions were designed to reward political allies and punish political foes. Dissatisfaction with this process led to passage of legislation in 1977 (Title 10, USC, Section 2687) that subjected proposed base closure actions to the requirements of the National Environmental Policy Act and other requirements, effectively bringing all base

closure actions to a halt for over a decade.

In 1988, the Reagan Administration and Congress established the first BRAC Commission and executed the first BRAC round through Public Law 100-526. Although this one-time process offered improvements over that of the 60's and 70's, it still suffered from a lack of transparency and the perception of political meddling with base closure decisions. Congress sought to address these problems by passing the Defense Base Closure and Realignment Act of 1990 (Public Law 101-510). This new approach created a fairer and more open process that minimized political influence, maximized objective decision making based on merit, and provided a means for affected communities to have a voice.

Public Law 101-510 became the basis for all subsequent BRAC rounds, in 1991, 1993, 1995 and 2005, with the authorizing legislation for each round making incremental improvements in the process based on prior experience. The next BRAC round will very likely follow this pattern.

The first four rounds of BRAC (1988, 1991, 1993, 1995) eliminated 173,919 military and civilian jobs, an average of 43,480 jobs per round. California was hit particularly hard in this drawdown, with a net loss of 93,546 jobs (an average of 23,386 per round), representing about 54% of all jobs cut by BRAC in the U.S. during these rounds. Of course, Monterey was hit hard in the 1991 round with the closure of Fort Ord and the relocation of the 7th Infantry Division to Fort Lewis, Washington. This resulted in the direct loss of approximately 15,000 jobs (14,000 military and 1000 civilian) and the indirect loss of another roughly 7,500 non-federal jobs in the Monterey Bay Area.

The 2005 BRAC round eliminated an additional 12,686 jobs across the United States. Although California

fared much better in the 2005 round, with a net loss of only 2,018 jobs, representing about 16% of jobs cut in the U.S. by BRAC, this was still a disproportionately large loss for the state. Indeed, California was one of 5 states considered to be losers in the 2005 round.

The Defense Finance and Accounting Service (DFAS), Seaside, was closed in the 2005 BRAC round, with a loss of 10 military and 61 civilian jobs, while FHL gained 25 military and 18 civilian jobs in this round. None of the other Team Monterey organizations were on the list that the Secretary of Defense forwarded to the BRAC Commission for the 2005 round. However, the Commission subsequently voted to add DLI and NPS to the list, and the Navy quickly folded FNMOC and NRL/MRY into the NPS closure scenario. Effectively, Navy was saying that if the Commission voted to close NPS, then Navy would prefer to remove all of its activities from the Monterey Bay Area. Ultimately, following well-prepared and hard-fought efforts by the affected organizations and the City of Monterey, the Commission voted to leave DLI, NPS, FNMOC and NRL/MRY in place.



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3. THE BRAC PROCESS AND POTENTIAL TEAM MONTEREY VULNERABILITIES

A detailed and complete discussion of the process for the last BRAC round, which will likely serve as an accurate predictor of how the next BRAC round will work, can be found at www.brac.gov. An outline of this process is given in Appendix B. As shown in Appendix B, objective selection criteria for choosing bases and facilities for closure or realignment published by the Secretary of Defense at the beginning of the BRAC round is a key driver of the subsequent BRAC decisions.



However, regardless of selection criteria, which vary from round to round, each BRAC round fundamentally asks the following basic questions of each military base:

- 1) Does DoD really need to own your mission capability?
 - a. Can your mission capability be outsourced?
 - b. Is your mission capability needed at all?
- 2) Can your mission capability be provided by some other existing base or combination of bases?
 - a. Does your mission capability overlap with that of other bases?
 - b. If overlap exists, is it a complementary arrangement that enhances DoD effectiveness or is it a wasteful redundancy?
- 3) Should your base remain where it is or would there be an advantage in moving it to another site?
 - a. Is there a “geographic imperative” for you to remain at the current site?
 - b. Can you achieve better synergy with other bases or organizations at another site?
 - c. Can you gain access to better land, facilities, infrastructure, base security, etc. at another site?
 - d. Can you gain better room to grow at another site?
 - e. Can you gain better support from the local community at another site?
 - f. Can you achieve significant cost savings at another site?

Consideration of these fundamental questions lead to the following potential vulnerabilities that may be targeted in the next BRAC round:

- 1) It's expensive to base military activities in the Monterey Bay Area.
 - a. Personnel costs for federal employees are high because of Federal Locality Pay rates.

- b. Personnel costs for contractor employees are high because of competition with Silicon Valley employers.
 - c. Personnel costs for military members are high because of the military's Basic Allowance for Housing (BAH) rates.
 - d. DoD might be able achieve significant savings by moving the Team Monterey activities to less expensive parts of the country.
- 2) The cost of housing in Monterey may hamper recruitment of civilian employees.
- a. Entry-level and mid-level civilian employees may not be able to afford homes on the Monterey Peninsula (even with their high locality-pay rates), and thus may not be recruited in numbers sufficient to grow or even sustain the military activities there.
 - b. Crime and gang violence in nearby lower-cost areas may make them unattractive alternatives.
- 3) There's no obvious geographic imperative for retaining military activities in the Monterey Bay Area.
- a. There's nothing special or unique about the location and geography of the Monterey Bay Area that gives it an advantage for hosting military activities.
 - b. Most of the Team Monterey organizations could perform their mission quite well anywhere, including in much less expensive parts of the Country.
- 4) Collaboration among the Team Monterey organizations may not be convincing.
- a. How much money has been saved from this collaboration?
 - b. What improvements in mission execution have resulted from this collaboration?
 - c. What new and operationally supported capabilities addressing validated military requirements have been produced by this collaboration?
 - d. Where are the success stories?
- 5) DoD may not need to own the capabilities provided by Team Monterey.
- a. Could the graduate education provided by NPS be provided by civilian universities?
 - b. Could the language training provided by DLI be provided by the private sector?
 - c. Could the operational weather prediction products provided by FNMOC be provided by the National Weather Service and/or Air Force Weather Agency?
 - d. Could the weather prediction research provided by NRL/Monterey be replaced by the research institutions that support the National Weather Service and Air Force Weather Agency?
 - e. Should DMDC and PERSEREC be privatized, with their functions distributed to several different companies in low-cost parts of the country?
 - f. Etc.
- 6) DoD might benefit from having the various Team Monterey organizations moved. For example:
- a. DLI could relocate to Fort Huachuca, AZ, to allow direct collaboration with the U.S. Army

Intelligence Center of Excellence.

b. NPS could relocate to Wright-Patterson Air Force Base, OH, to allow direct collaboration with Air Force Institute of Technology.

c. FNMOC and NRL/Monterey could relocate to Stennis Space Center, MS, to allow direct collaboration with the Naval Oceanographic Office and NRL/Stennis.

d. Etc.

7) Failings and shortcomings of critical infrastructure in the Monterey Bay Area may preclude future growth and even sustainability of the Team Monterey organizations.

a. Affordable Housing.

b. Primary and Secondary Education.

c. Health Care.

d. Water.

e. Power.

f. Roads.

8) The security perimeters around the Team Monterey activities may be too weak.

a. Could terrorists or other bad actors penetrate these perimeters and disrupt mission execution?

b. Would these activities would be more secure if located on a large Army, Navy or Air Force base?

9) California in general, and the Monterey Bay Area in particular, may not be good cultural fits for military bases. Would these these bases benefit from relocation to other communities where the military is more integral to the local culture and economy?

In order to reduce these vulnerabilities in the next BRAC round, it is important to showcase the efforts undertaken by local leadership to help mitigate the identified weaknesses.

The BRAC process attempts to remove politics from base realignment and closure decisions, and it does an excellent job of this. However, deciding which bases will close and which will stay open, with tens of thousands of jobs and the economic wellbeing of communities at stake, is a politically charged endeavor. Our analysis identifies the following potential challenges:

1) The President could provide BRAC guidance through his Secretary of Defense intended to favor certain regions of the country and/or achieve certain political goals.

(see Steps 1 and 3 in Appendix B)

2) The President and the senior leaders of Congress could appoint BRAC Commission Members who favor certain regions of the country and/or are committed to achieving certain political goals. *(see Step 4 in Appendix B)*

3) The BRAC decision makers in DoD could be reluctant to take actions that antagonize powerful lawmakers who have long-term control over DoD programs and budgets.

(see Steps 8 and 9 in Appendix B)

4) The President could disapprove of the BRAC Commission report and require revisions intended favor certain regions of the country and/or achieve certain political goals.

(see Step 13 in Appendix B)



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4. STRATEGY

The City of Monterey and MBDA have developed a Strategic Plan for building a more robust and resilient military presence in the Monterey Bay Area.

With the overarching mission to “Define and disseminate the narrative of the emergence of Monterey Bay as a national security cluster, in order to secure and grow its value as such”, the plan identifies three key strategic goals:

- 1. Define and illustrate the dense network of national security assets co-located or proximately-located on Monterey Bay.**
- 2. Expand and deepen relationships within the network to increase National Security competencies.**
- 3. Increase “values” of quantitative and qualitative measures of National Security value for emergent threats.**

The first two strategic goals seek to strengthen Team Monterey by defining it as a subset of a larger Monterey Bay National Security Cluster, which includes relevant local non-DoD organizations, and fostering collaboration and synergy among all members of the Cluster. Non-DoD members of the Cluster might include, for example, Middlebury Institute of International Studies at Monterey, California State University Monterey Bay, University of California Santa Cruz, NOAA National Weather Service, NOAA National Ocean Service, Coast Guard, Monterey Bay Aquarium Research Institute, Central and Northern California Ocean Observing System, and various Silicon Valley high-tech companies.

Demonstrating collaboration and synergy among the Monterey Bay National Security Cluster organizations, including the Team Monterey organizations, will strengthen the argument for keeping Team Monterey intact and in place. It will play directly into the BRAC process through the exercise of subjective “military judgment” by BRAC decision makers. Collaborations between Team Monterey organizations and Silicon Valley companies will be particularly valuable, as senior DoD leaders clearly understand and appreciate Silicon Valley expertise and innovation. Tying Team Monterey to the larger Monterey Bay National Security Cluster, including select Silicon Valley companies, will reinforce the geographic imperative for retaining Team Monterey in place.

The third strategic goal aims to address many of the potential vulnerabilities identified in Section 3 above. The idea is to eliminate, refute or at least mitigate many of these potential vulnerabilities well before the BRAC process begins. And, indeed, this report is intended as a call-to-action to address this goal. A key outcome from it will be compelling Team Monterey responses to the BRAC data calls, resulting in compelling BRAC objective scores. This may require each Team Monterey organization to develop its own strategy (informed by the broader City/MBDA strategy), gather and organize supporting data, and craft its own narrative. This narrative will provide the framework for the organization’s responses to the BRAC data calls.

With the cost of hosting military bases in Monterey a potential vulnerability, a BRAC strategy that changes the discussion from a focus on cost savings to a focus on Return on Investment (ROI) may be a valuable tactic for some of the Team Monterey organizations. In this approach, a rigorous case is made that it would be too expensive and time consuming to move the base because the ROI would not be worth it. This

argument hinges on how long it takes to reach the break-even point, where total cost savings equal the total upfront costs required to execute the move. The break-even point must be projected accurately by applying rigorous project management principles in a thorough and detailed analysis to ensure that the time and upfront cost required for the move are not underestimated, while the cost savings at the new site are not over estimated.

The ROI strategy may prove to be especially powerful in light of what transpired in the 2005 BRAC round. The BRAC Commission and the Pentagon estimated that the 2005 round would require a total of \$21 billion in upfront costs and hit the break-even point in 5 years. In actuality, the BRAC 2005 upfront costs soared to \$35 billion and it took a full 12 years to break even. This outcome was a direct result of inadequate data collection and poor project management analysis, by personnel responding to data calls at the affected bases and by BRAC decision makers analyzing the resulting data in the Pentagon. It became a major point of concern by those who opposed the additional BRAC rounds requested by the Obama Administration. Thus, we assume that decision makers in the next BRAC round may likely be very sensitive to upfront costs and break-even times for proposed actions.



NPS Photo Archive

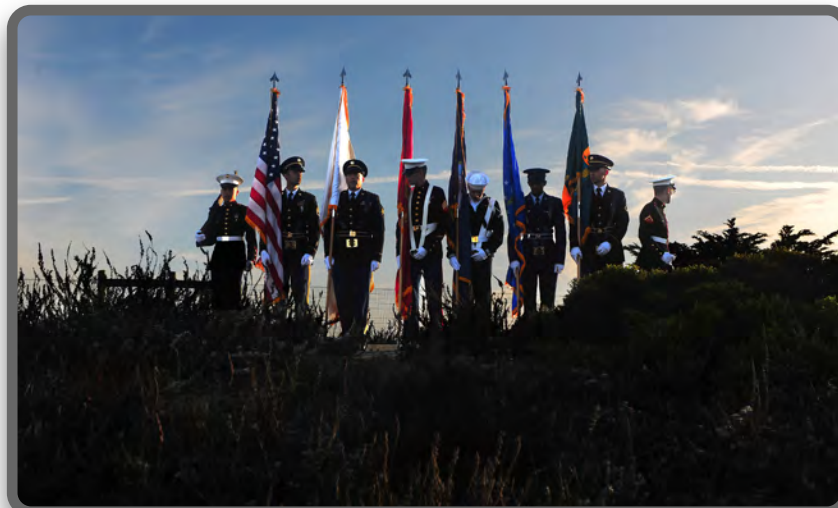
5. SPECIFIC ACTIONS

The Team Monterey SWOT Report commissioned by the City of Monterey contained 62 recommended actions to prepare for the next BRAC round. MBDA reviewed these actions and identified 14 additional actions. Then, for each of these 76 actions, MBDA determined which of its 3 strategic goals the action supported, assigned priority (High/Medium/Low), and identified responsible entities for the action. The results are presented in Appendix C. The vast majority of these actions fall to local government (city and county), but some also involve the state of California. Some are tasked to MBDA and some fall clearly to the Team Monterey organizations.

In addition, MBDA prioritized the Top 5 most important actions for the City of Monterey, Monterey County, the State of California, and the Team Monterey Organizations as follows.

CITY OF MONTEREY

1. Recommend the City and County of Monterey develop a regional support group to oversee and manage the execution of recommendations selected for implementation. The organization must be able to represent the multiple jurisdictions and stakeholders' interests necessary to execute the selected recommendations.
2. Recommend the City of Monterey develop point papers that describe local initiatives to address: (1) Affordable Housing, (2) Primary and Secondary Education, (3) Health Care, (4) Water, (5) Power and (6) Roads. Recommend the City of Monterey share these point papers with the Team Monterey BRAC Leads to be used as reference material for answering BRAC data calls.
3. Recommend the City of Monterey periodically sponsor additional BRAC Symposia to discuss the importance of military/community partnerships, similar to the 16 Aug 2016 event.
4. Recommend that local support groups, NSAM and the POM investigate the potential for including NSAM services in those currently provided to the POM under the Monterey Model that will soon be converted to Section 331 IGSAs.
5. Recommend the City of Monterey obtain and become proficient with the Cost of BRAC Relocation Actions (COBRA) software, or any similar software tool expected to be used in the BRAC decision making process.



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MONTEREY COUNTY

1. Recommend the City and County of Monterey develop a regional support group to oversee and manage the execution of recommendations selected for implementation. The organization must be able to represent the multiple jurisdictions and stakeholders' interests necessary to execute the selected recommendations.
2. Recommend Monterey County work with Camp Roberts leadership, the Presidio of Monterey, Fort Hunter Liggett and the Naval Postgraduate School to identify and implement all feasible actions to reduce operational costs. Any revenues generated should be used to pay the remaining mission costs, make improvements in mission support and enhance personnel quality of life. The objective of these actions is to improve the "cost elements" of Military Value analysis and reduce potential Cost of Base Realignment Actions (COBRA) Model savings.
3. Recommend Monterey County, the City of Monterey and local support groups initiate discussions with the Army and Navy to determine if cost savings and other benefits would accrue from a real property transfer to create a single military installation organization to manage all active duty real property holdings in the County. Consideration should be given to having the Navy be the agency to manage these holdings since the Navy has the preponderance of functions.
4. Recommend Monterey County work with the Fort Hunter Liggett leadership to investigate the value of expanding on the success of the Monterey Model (Section 4.3.2) through use of Intergovernmental Support Agreement (IGSA) authorities to harvest savings resulting from less than full personnel manning and to achieve operating efficiencies that can potentially lower operating costs.
5. Recommend Monterey County work with the Camp Roberts leadership to explore ways to expand the use of training capabilities. The existing relationships with the Presidio of Monterey and the Naval Postgraduate School could serve as a starting point for discussions. The existing users of Camp Roberts – California Army National Guard and Fort Hunter Liggett – should be included early in any discussions and encouraged to express their ideas on how to expand, or add new, uses of Camp Roberts' training capabilities.

STATE OF CALIFORNIA

1. Recommend California ensure that all its military installations and local supporting communities begin investigation of opportunities to create IGSAs that support military installation and community cost efficiency and service performance.
2. Recommend that local support groups, State of California, the POM and NSAM jointly investigate functions for inclusion in Section 331 IGSAs that have potential to lower installation operating and support costs for both installations.
3. Recommend California coordinate with all installation support groups and energy advocates to encourage partnerships with installation leaders to evaluate and potentially take advantage of pursuing the goal of becoming Net Zero Energy, Water and Waste installations.
4. For a more valid perspective on the quality of healthcare available for personnel at military installations and activities, recommend California coordinate with the State Public Health Officer and suggest the State's healthcare experts evaluate The Commonwealth Fund report, assess its validity and take whatever actions are deemed appropriate to quantify the quality of healthcare available near the State's military installations and activities.
5. Recommend the Governor direct the State Public Health Officer to closely follow DoD's and the Congress' healthcare reform efforts to ensure that California military installations and activities are adequately supported and can provide appropriate healthcare support.



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TEAM MONTEREY

1. Recommend each Team Monterey organization identify a MBDA/City of Monterey point-of-contact by mid-2017.
2. Recommend each Team Monterey organization actively seek collaborative projects with other organizations in the Monterey Bay National Security Cluster.
3. Recommend each Team Monterey organization actively seek collaborative projects with DIUx.
4. Recommend each Team Monterey organization actively seek collaborative projects with Silicon Valley technology companies.
5. Recommend each Team Monterey organization be ready to appoint a well-prepared BRAC Lead and supporting BRAC Team, when needed.

The work cataloged in Appendix C, and especially the Top 5 priorities listed above, represent a comprehensive set of actions necessary to prepare the Monterey Bay Area for the next BRAC round. Completion of these actions within the next several years will very likely tip BRAC decisions in favor of Team Monterey. Conversely, failure to complete these actions will leave potential vulnerabilities in place that might lead to a catastrophic hit to Team Monterey in the next BRAC round, with devastating impact on the Monterey Bay economy.



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6. CONCLUSION



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Another BRAC round is inevitable. Given the pent up demand, the next round could easily become the largest in history. A new round of base closure discussion will in all likelihood affect Team Monterey. Although the Team Monterey organizations possess many strengths, make unique and important contributions to national defense, and provide exceptional military value to our country, there are potential vulnerabilities that could threaten their ability to survive the next BRAC round. Much work needs to be done to address these potential vulnerabilities, as detailed in this report.

The BRAC process is extremely fast and decisive. From the time DoD issues the first data call to the time that the Commission gavel its final meeting to a close is typically less than one year, with the data calls coming fast and furious in the first few months of that year. And once the BRAC Commission's final report becomes law, there is no realistic intervention by the Congress or any other entity that could change the fate of a base slated for realignment or closure. BRAC is a fast-moving and powerful force that must not be taken lightly.

Through the strategy and actions prescribed in this report, we can successfully prepare for the next BRAC round with the expectation of a favorable outcome for Team Monterey and the Monterey Bay economy. But the time to adopt this strategy and commence these actions is now. If we wait until the next BRAC round is announced, it will be far too late.



APPENDIX A SYNOPSIS OF THE TEAM MONTEREY¹ ORGANIZATION (IN ORDER OF WORKFORCE SIZE)

¹U.S. Coast Guard Station Monterey has previously been considered part of Team Monterey. However, for the purpose of this document, Team Monterey is limited to only those local organizations under DoD and thus subject to BRAC. Coast Guard Station Monterey is considered part of the “Monterey Bay National Security Cluster,” which also includes Team Monterey.



1. Defense Language Institute Foreign Language Center (DLIFLC)

DLIFLC is an Army activity located on the Presidio of Monterey and chartered to provide culturally based foreign language education, training, evaluation and sustainment to enhance the security of the nation. In addition to its resident program serving approximately 3,500 students from all Services, DLIFLC supports non-resident programs and 25 point-of-need detachments worldwide to ensure language expertise throughout military members' careers. Synergies with other military activities, academic institutions and the diverse cultural nature of the region are significant strengths for DLIFLC. California offers the greatest language diversity in the country, and many of the most complex languages taught at DLIFLC, based on DoD's intelligence demands, are available in the region and serve as a valuable source of native speaking faculty members. Since DLIFLC relies on the native speaker communities to support its immersion education strategies, the native speaker communities in the region represent an important geographic synergy by providing an irreplaceable resource to provide culturally based foreign language education. In addition, DLIFLC works closely with larger public and private academic institutions, has a very responsive and flexible curriculum, and is well-connected to California education and research networks.

Total Workforce: Approximately 8,500



2. NAVAL POSTGRADUATE SCHOOL (NPS)

NPS is a naval activity located in Monterey responsible for providing relevant and unique advanced education and research programs to increase the combat effectiveness of commissioned officers of the Naval Service to enhance the security of the United States. The NPS student body of roughly 1,500 consists mainly of active-duty officers from all branches of the U.S. military, although U.S. Government civilians and members of foreign militaries can also attend under a variety of programs. NPS offers graduate programs through four graduate schools and twelve departments, awarding M.S. and Ph.D. level degrees. NPS's continuing emphasis on maximizing joint service and allied training, integration and partnering makes it a critical agent of DoD's vision for its global security network. NPS is accredited by the Western Association of Schools and Colleges (WASC), Accreditation Board of Engineering and Technology (ABET), the Association of Advance College Schools of Business (AACSB) and National Association of Schools of Public Affairs and Administration (NASPAA). Accreditation is recognized as synonymous with the institution having the instructional, student support and other resources and services to support students' educational goals. Accreditation is both a process to assess the educational quality of an institution and the award of "accredited status" indicates the academic rigor and educational excellence of the institution. These multiple accreditations earned by NPS is a strength. Finally, NPS has a unique resource in its alumni that include over 60,000 graduates from the U.S. Armed Forces, government agencies, and defense industry and more than 5,500 international officers from 100+ countries that include former flag officers, astronauts, Service chiefs, chief executives and military and government leaders around the world.

Total Workforce: Approximately 2,950



3. FORT HUNTER LIGGETT (FHL)

FHL is an Army installation located at the very south end of Monterey County. Encompassing 165,000 acres and 300 buildings, FHL is the Army's largest reserve installation and its eighth largest maneuver installation. FHL provides training for combat support and combat service support units of the Army Reserve, and other training opportunities to all branches of the U.S. military and allied nations. FHL is exceptionally well suited to host large-scale joint exercises. Major tenant organizations include a variety of training and logistics units. FHL is one of the Army's premier reserve training installations. Its maneuver training lands, ranges and access to special-use airspace provide a significant capability to integrate evolving unmanned aerial and ground vehicles and operations with ground combat operational doctrine and tactics. FHL and CRMTC share training areas to support Army Reserve and National Guard units, as needed. This is a significant strength in today's environment, where special operations capabilities in both the active and reserve components of the Army play a central role in asymmetric warfare. The benefits of close proximity and collaboration between FHL, CRMTC and NPS provide unique strengths to all three. FHL also benefits from substantial recent investment by DoD in a solar grid project, a new waste-to-energy wastewater treatment plant, and new energy efficient facilities that represent significant progress toward achieving FHL's Net Zero Energy and Energy Security goals.

Total Workforce: Approximately 1,173



4. PRESIDIO OF MONTEREY (POM)

POM is an active Army installation consisting of 392 acres located in the City of Monterey. The Presidio owns 144 and leases 64 buildings with over 2.0 million square feet configured to satisfy a broad range of needs. In addition to purpose-built facilities to support academic and applied instruction and specialized language and cultural immersion programs to support DLIFLC, POM hosts a Sensitive Compartmentalized Information Facility (SCIF). POM serves as a key enabler of the successful, efficient and cost effective operations of DLIFLC, DMDC, CRMTC and FHL. As a "purpose built" organization, the Presidio was specifically tailored and resourced as a small, compact activity to serve the needs of a well-defined set of customers. The efficiency designed into the Garrison Command makes the Presidio a very efficient organization that provides needed services at minimum expense. Based on the success of the City's partnership efforts and the small permanent party footprint, POM is considered a best value location by the Army.

Total Workforce: Approximately 760



5. DEFENSE MANPOWER DATA CENTER (DMDC)

DMDC Monterey is a DoD organization located on the former Fort Ord and the second largest of 7 DMDC activities in the U.S. and overseas. DMDC is responsible for managing personnel, manpower, training, financial, and other data for DoD. This data tracks the history of military personnel and their families for purposes of healthcare, retirement benefits, and other administrative needs. Primary business lines are Decision Support; Entitlements, Benefits and Readiness Reporting; Personnel Identification, Validation and Authentication; and Enterprise Integration. DMDC benefits from the intellectual capital of the Monterey region and Silicon Valley, and DoD's increased interest in leveraging cyber talent. DMDC serves as an enabler of the mission effectiveness and cost efficiency of DLIFLC, FNMOC, NPS and NRL-MRY. It also benefits from regional synergies through the municipal services support POM provides for the OMC. DMDC and NPS have an agreement to make DMDC's Secret Internet Protocol Router Network (SIPRNET) user space available to NPS, if needed, and the SIPRNET user space allocated to NPS is available to DMDC, if required.

Total Workforce: Approximately 750



6. CAMP ROBERTS MANEUVER TRAINING CENTER (CRMTC)

CRMTC is a California National Guard Post adjacent to FHL, straddling the border between Monterey County and San Luis Obispo County. CRMTC consists of approximately 42,814 acres and 514 buildings owned by the Department of the Army, licensed to the State of California and operated by the California National Guard. CRMTC facilitates the training, mobilization and security of the National Guard, Army Reserve and active-duty Army units in support of Federal, State and community missions. It is the host for annual training for most of California's Army National Guard units. CRMTC is widely regarded as an excellent testing, training and research installation, with its land, special-use airspace and ranges providing a unique capability to incorporate evolving unmanned aerial vehicle technology into combat tactics. Synergies with other military activities and academic institutions are also significant strengths of CRMTC, with its principle partners including FHL, NPS, and POM. Between 2007 and 2014, Camp Roberts completed construction of a variety of new facilities that significantly strengthened its capabilities to support of FHL and many other users. The Army has publicly stated that it considers maneuver training space and ranges, similar to those provided by CRMTC, as irreplaceable assets.

Total Workforce: Approximately 620



7. NAVAL SUPPORT ACTIVITY MONTEREY BAY (NSAMB)

NSAMB is a Navy installation support and facilities management organization collocated with NPS. NSAMB encompasses approximately 627 acres in five locations and is responsible for over 160 buildings. NSAMB provides host command support to DoD and non-DoD activities on the Monterey Peninsula and as far north as Mountain View, California. NSAMB responsibilities include operational support; public safety; environmental compliance and conservation; facility management, sustainment, restoration and modernization; and quality of life services. NSAMB serves as a key enabler of the mission effectiveness and cost efficiency of NPS, FNMOC NRL/MRY, CRMTC, the Strategic Systems Program Office in Mountain View, the Naval Industrial Reserve Ordnance Plant in Santa Cruz, and other tenants. It provides a broad spectrum of support – tailored to the needs of each activity – in areas of facility management, installation operations, housing, and quality of life programs. The consolidation of installation service responsibility into NSAMB provides a single organization responsible for service provision and permits supported activities to better concentrate on operational requirements. Like the Presidio Garrison, it is a lean activity carefully resourced to provide the most efficient support services.



8. FLEET NUMERICAL METEOROLOGY AND OCEANOGRAPHY CENTER (FNMOC)

FNMOC, a Navy activity located in Monterey, is the Navy's operational weather and ocean prediction center, producing weather and ocean forecasts, weather satellite imagery and tactical decision aids 24x7 in support of naval operations worldwide. FNMOC operates one of the most powerful supercomputer centers in the world, and serves as a Defense Information System Agency (DISA) Network Node. FNMOC also has significant SCIF space, which includes supercomputing capability at the TS/SCI classification level. FNMOC's global, regional and tropical numerical weather prediction models, developed by NRL/MRY, are among the best in the world. In conjunction with the Naval Oceanographic Office, FNMOC operates a suite of ocean models in support of naval requirements that are clearly the most advanced in the world. FNMOC supports many customers outside of DoD and is an important component of the U.S. national effort in operational weather prediction, providing numerical weather prediction products and weather satellite imagery to NOAA. The ability of FNMOC and NRL/MRY to transition R&D into operations quickly and efficiently is the envy of the operational weather prediction community.

Total Workforce: Approximately 175



9. NAVAL RESEARCH LABORATORY MARINE METEOROLOGY DIVISION (MRY)

NRL/MRY, located on the FNMOC Compound in Monterey, is a Division of the Navy's Corporate Laboratory, headquartered in Washington, DC. NRL/MRY conducts a broadly based multidisciplinary program of scientific research and advanced technological development directed toward environmental information superiority for the Navy/Marine Corps and DoD. Much of NRL/MRY's R&D work is in direct support of the weather and ocean prediction models, tactical decision aids, and weather satellite processing software run operationally at FNMOC.

NRL/MRY conducts the only full-spectrum research program in the atmospheric sciences in DoD, and the close and productive relationship between NRL/MRY and FNMOC is widely-known and highly respected. NRL/MRY scientists work side-by-side with their counterparts at FNMOC to quickly and efficiently transition their research into operations, resulting in improved weather and ocean forecasts in support of U.S. military actions all over the globe. Funded as a Working Capital Fund activity, NRL/MRY relies on sales revenue rather than direct Congressional appropriations for its funding. As such, its success at satisfying customers' needs can be measured in the amount of research its scientists are contracted to conduct. From FY 2000 to FY 2015, revenues doubled to \$32 million with about 120 projects in progress. NRL/MRY scientists lead or are key contributors to national and international organizations, interagency programs, federal agencies and institutes, American Meteorological Society committees and professional journals. Many of these relationships and associations come directly from the work the laboratory does in collaboration with NPS and FNMOC. NRL/MRY also has significant and productive relationships with ONR, SPAWAR, NOAA, NASA and local universities.

Total Workforce: Approximately 150



10. 514TH SIGNAL COMPANY (SATCOM)

The 514th Signal Company is a Satellite Communications (SATCOM) facility located on Camp Roberts. It is the main US Army communications facility on the west coast and provides worldwide communications between the US National Command Authority and deployed military units. The facility provides communications support for the President, Secretary of Defense, Joint Chiefs of Staff, Warfighting Combatant Commanders, the Services and other Federal Agencies.

Total Workforce: Approximately 120



11. DEFENSE PERSONNEL AND SECURITY RESEARCH CENTER (PERSEREC)

PERSEREC is a DoD activity located in Monterey. It is tasked with improving the effectiveness, efficiency and fairness of the DoD personnel suitability, security and reliability systems. PERSEREC helps DoD secure and retain a trusted population of military, civilian, and industrial employees who are security motivated and fully aware of their security responsibilities and of foreign intelligence threats. PERSEREC supports DoD's decision making process regarding the suitability of individuals to work on national security matters and hold clearances for access to classified information and other national security assets.

Total Workforce: Approximately 40



12. ARMY ANALYTICS GROUP RESEARCH FACILITATION TEAM (AAG/RFT)

The AAG/RFT is an Army activity located in Monterey that provides analytical services for the Army's senior leadership using massive enterprise data integration and analysis supported by advanced and powerful information technology solutions. AAG/RFT creates knowledge from the integration and analysis of "big data" to allow senior Army leaders to see the organization in new ways, identify opportunities for improvement, and ultimately make better policy and business decisions.

AAG/RFT is the principal architect and custodian of the Person-Event Data Environment (PDE), which links people, data and tools for problem solving and has become the DoD standard for virtually all studies pertaining to DoD personnel. AAG/RFT benefits from significant synergy with DMDC, TRAC-Monterey, and the students at NPS. FNMOC hosts AAG/RFT servers in its SCIF in support of a classified AAG project. AAG/RFT also leverages Silicon Valley expertise on studies pertaining to the insider threat problem.

Total Workforce: Approximately 35



13. DEFENSE RESOURCE MANAGEMENT INSTITUTE (DRMI)

DRMI is an educational institution sponsored and supervised by the Secretary of Defense and a tenant of NPS. DRMI faculty are members of the NPS faculty and specifically assigned to DRMI to provide graduate-level education in resource management that enhance the understanding, competence, and capabilities of U.S. military and civilian personnel as well as select foreign countries and international agencies. Program emphasis is on analytical decision making, and a multi-disciplinary strategy integrating Management Theory, Economic Reasoning and Quantitative Reasoning is used in all DRMI programs. DRMI is widely recognized as an extremely efficient organization based on the number of courses offered, research conducted and advisory/technical assistance provided.

Total Workforce: Approximately 25



14. TRAINING AND DOCTRINE COMMAND (TRADOC) ANALYSIS CENTER – MONTEREY (TRAC-MONTEREY)

TRAC-Monterey is an Army Activity located on the NPS campus. It is one of 4 TRADOC centers across the U.S. tasked with conducting research and analysis to inform decision makers about the most challenging issues facing the Army and DoD. TRAC studies have underpinned key decisions made by the Army and DoD regarding nearly every major Army initiative and program.

TRAC-Monterey benefits from substantial synergy with NPS and DRMI. TRAC-Monterey has also participated in a number of joint projects with AAG, and is a significant user of the AAG Person-Event Data Environment (PDE) database. The organization's proximity to Silicon Valley is also a strength, pertaining to some of its work related to the Army acquisition process.

Total Workforce: Approximately 10



15. ORD MILITARY COMMUNITY (OMC)

OMC is a sub-installation of POM, consisting of 836 acres and 56 buildings on the grounds of the former Fort Ord. OMC's facilities are used by POM, the California National Guard, DMDC and local military exchange and commissary services. Military housing is operated by private contractors under the Army's Residential Community Initiative and occupied by personnel, staff and students of POM and NPS, and by retired military members.



APPENDIX B

OUTLINE OF THE BRAC PROCESS

1. The Secretary of Defense, acting on behalf of the President, states the general goals he wants to achieve through base closure and realignment, and formally asks Congress for authorization and funding to execute a BRAC round.
2. Congress concurs by passing legislation that amends the Base Realignment and Closure Act of 1990 to authorize and fund the requested round.
3. The Secretary of Defense produces supporting documentation required by Congress:
 - a. A set of objective selection criteria for selecting bases and facilities for closure or realignment.
 - b. A force structure plan derived from analysis of national security threats expected 20 years out into the future.
 - c. A Comprehensive Base Inventory that documents each and every U.S. military base.
 - d. A letter certifying that the BRAC round is necessary and will result in annual net savings for each military department no later than a certain date.
4. The President appoints the 9 member BRAC Commission:
 - a. 3 Members chosen by the President.
 - b. 2 Members recommended by the Speaker of the House.
 - c. 2 Members recommended by the Senate Majority Leader.
 - d. 1 Member recommended by the House Minority Leader.
 - e. 1 Member recommended by the Senate Minority Leader.
5. The Secretary of Defense establishes a management structure to oversee and guide DoD's internal BRAC process:
 - a. Infrastructure Executive Council (IEC), Chaired by the Deputy Secretary of Defense, and including the Secretaries of the Military Departments and their Chiefs of Service, the Chairman of the Joint Chiefs of Staff, and the Under Secretary of Defense for Acquisition, Technology & Logistics.
 - b. Infrastructure Steering Group (ISG), subordinate to the IEC, Chaired by the Under Secretary of Defense for Acquisition, Technology & Logistics, and including the Vice Chairman of the Joint Chiefs of Staff, the Military Department's Assistant Secretaries for Installations and Environment, the Service Vice Chiefs, and the Deputy Under Secretary of Defense for Installations and Environment.
6. With guidance and oversight from the IEC, the ISG establishes and gives direction to the DoD BRAC Teams:
 - a. Service Teams (Army, Navy/Marines, Air Force).
 - b. Joint Cross Service Teams (e.g., Education and Training, Intelligence, Research and Development, etc.).
7. The DoD BRAC Teams issue extensive data calls to all U.S. military bases, and follow up with teleconferences and site visits as needed, to gather information in support of realignment and closure recommendations. The Teams also engage with local city and county government for the communities that

surround the bases to gather additional information if needed.

8. The DoD BRAC Teams quantitatively analyze the information gathered in light of the objective selection criteria, but also exercise subjective military judgment, to go from ideas to scenarios to final recommendations for BRAC actions.

9. The final recommendations from the DoD BRAC Teams go through three levels of review and possible revision based on the exercise of military judgment:

- a. ISG
- b. IEC
- c. Secretary of Defense

10. Following the review and revision process described above, the Secretary of Defense forwards a list of proposed base realignment and closure actions to the BRAC Commission.

11. The BRAC Commission, with the assistance of its extensive staff and the Government Accountability Office (GAO), analyzes the list of actions proposed by the Secretary of Defense and holds public hearings and site visits as needed to arrive at its final decisions.

- a. Finding that an action deviated substantially from the Force Structure Plan and the Final Selection Criteria or was based on faulty military judgment, plus at least 5 Commissioners voting in favor, required to remove or reduce an action.
- b. At least 7 Commissioners voting in favor required to expand an action or add a new action, with the Secretary of Defense given 15 days to explain why the expanded action or new action was not on his original list.

12. **Within 120 days of receiving the list of proposed BRAC actions from the Secretary of Defense**, the Commission reports its findings and recommendations to the President and the American people.

13. **Within 14 days of receiving** the Commission's report, the President must either forward it to Congress or return it to the Commission indicating his disapproval of some or all of the report.

14. **If necessary, the Commission has 30 days** to make revisions to the report based on the President's objections.

15. Upon approval of the original or revised Commission report, the President transmits his approval and certification of the report to Congress.

16. **The Congress has 45 days from receipt of the report to enact a joint resolution rejecting the report in full, or else the report becomes law in full.** If a joint resolution of rejection is enacted, the President can veto it, requiring a two-thirds vote in both houses of Congress to override and prevent the report from becoming law.

17. Once the report becomes law, the base realignment and closure actions specified therein proceed with the force of law.

Language Day Celebrations



POM Flickr Archive



APPENDIX C

RECOMMENDED ACTIONS TO PREPARE THE MONTEREY BAY AREA FOR THE NEXT BRAC ROUND

Number (Source)	Recommended Action	Action Y/N/M	Priority H/M/L	MBDA Strat Plan Goal(s)	Responsible Entity
1 (SWOT)	Recommend the City and County of Monterey develop a regional support group to oversee and manage the execution of recommendations selected for implementation. The organization must be able to represent the multiple jurisdictions and stakeholders' interests necessary to execute the selected recommendations.	Y	H	1,2,3	City County
2 (SWOT)	Recommend Monterey County and supporting communities obtain an evaluation of schools near their military installations and activities where there are high populations of military family members in attendance to ensure the schools are providing a quality educational experience since education is one of the most highly valued attributes for military personnel and family members in a stationing location. The Army recently completed such an evaluation but has not publicly released the information. Garrison commanders are supposed to have access to this report and should be sharing it with local, affected school districts.	Y	H	3	City County State
3 (SWOT)	For a more valid perspective on the quality of healthcare available for personnel at military installations and activities, recommend California coordinate with the State Public Health Officer and suggest the State's healthcare experts evaluate The Commonwealth Fund report, assess its validity and take whatever actions are deemed appropriate to quantify the quality of healthcare available near the State's military installations and activities.	Y	H	3	City MBDA
4 (SWOT)	Recommend the Governor direct the State Public Health Officer to closely follow DoD's and the Congress' healthcare reform efforts to ensure that California military installations and activities are adequately supported and can provide appropriate healthcare support.	Y	L	3	State MBDA
5 (SWOT)	Recommend California ensure that all its military installations and local supporting communities begin investigation of opportunities to create IGSA's that support military installation and community cost efficiency and service performance.	Y	H	3	State

Number (Source)	Recommended Action	Action Y/N/M	Priority H/M/L	MBDA Strat Plan Goal(s)	Responsible Entity
6 (SWOT)	Recommend California government direct State agencies to encourage and support private sector businesses and public sector postgraduate institutions to compete for R&D dollars as a way to secure additional DoD revenues.	Y	L	2	City State
7 (SWOT)	Recommend California coordinate with all installation support groups and energy advocates to encourage partnerships with installation leaders to evaluate and potentially take advantage of pursuing the goal of becoming Net Zero Energy, Water and Waste installations.	Y	H	2,3	City County State
8 (SWOT)	Recommend Monterey County and the Presidio of Monterey leadership review the applicable sections of the California General Opportunities and identify specific opportunities that can be pursued by the County and POM.	Y	L	2,3	City County
9 (SWOT)	Recommend Monterey County and POM leaders leverage their experience with public-public partnerships and aggressively pursue additional opportunities to partner using both the Monterey Model and IGSA authorities.	Y	M	2	City
10 (SWOT)	Recommend Monterey County and the City of Monterey local military support groups and regional water agencies investigate with the POM and NSAM the potential, feasibility and desirability of construction and operation of water desalination facilities on NSAM coastal property to assist NSAM, POM and OMC meet or approach the DoD Net Zero Water goal.	Y	M	2,3	City County
11 (SWOT)	Recommend Monterey County work with the POM, NSAM and OMC to complete a coordinated JLUS as soon as possible.	M		2,3	City County

Number (Source)	Recommended Action	Action Y/N/M	Priority H/M/L	MBDA Strat Plan Goal(s)	Responsible Entity
12 (SWOT)	Recommend Monterey County, the City of Monterey and local support groups initiate discussions with the Army and Navy to determine if cost savings and other benefits would accrue from a real property transfer to create a single military installation organization to manage all active duty real property holdings in the County. Consideration should be given to having the Navy be the agency to manage these holdings since the Navy has the preponderance of functions.	M		2,3	City County
13 (SWOT)	Recommend Monterey County and the DLIFLC leadership review the applicable sections of the California General Opportunities and identify specific opportunities that can be pursued by the County and DLIFLC.	Y	L	2,3	City County
14 (SWOT)	Recommend DLIFLC leadership and Monterey County develop information and advocacy materials to explain the criticality of retaining DLIFLC's access to the large number and cultures of native speaker communities in the region and state. The materials developed should be used to ensure individuals or organizations that could take actions positively or negatively impacting DLIFLC are fully informed of the importance of having ready access to native speaking communities.	Y	H	1	City
15 (SWOT)	Recommend Monterey County assist DLIFLC to develop an "Introduction to the DLIFLC" information/advocacy materials to explain the diverse nature of its customers and their organizations; the level, breadth and composition of the Defense Language Steering Committee that provides DLIFLC its priorities and program direction; and the global extent of its programs. Materials prepared must be easily understood by the layperson to ensure DoD staff, leadership and future BRAC staff and Commissioners can easily understand the complexity of the mission.	Y	H	1	City County

Number (Source)	Recommended Action	Action Y/N/M	Priority H/M/L	MBDA Strat Plan Goal(s)	Responsible Entity
16 (SWOT)	Recommend Monterey County work with DLIFLC and the Monterey Institute of International Studies to investigate the ability to provide other Federal agencies needed language education ranging from current DLIFLC offerings through MIIS's four-year programs.	Y	H	2	City County MBDA
17 (SWOT)	Recommend DLIFLC increase and formalize its collaboration with civilian educational institutions and government agency partners to increase participation of non-DLIFLC students with DLIFLC students and their language immersion environment with the goal of attracting non-DLIFLC students to resident programs at the Presidio.	Y	H	2	City
18 (SWOT)	Recommend Monterey County, in conjunction with DLIFLC, investigate the ability to offer language education to Federal Agencies, such as the Department of State's Foreign Service Officers, Department of Homeland Security's Federal Bureau of Investigation and Homeland Security Investigations, and Department of Commerce's International Trade Administration Commercial Service. The investigation should also include the ability and compatibility of offering language education to private sector companies.	Y	H	2	City
19 (SWOT)	Recommend DLIFLC, Camp Roberts and Fort Hunter Liggett develop formal relationships and a program to embed DLIFLC students during unit training rotations to add an operational facet to help language students understand how their skills could be integrated with field units.	N		2	City

Number (Source)	Recommended Action	Action Y/N/M	Priority H/M/L	MBDA Strat Plan Goal(s)	Responsible Entity
20 (SWOT)	Recommend Monterey County and the DLIFLC leadership develop information and advocacy materials to explain DLIFLC's responsibility to provide language education, not training, and how that responsibility makes DLIFLC unique amongst DoD language programs. The materials developed should be used by the County, DLIFLC and Monterey's Congressional Delegation to ensure individuals or organizations that could positively or negatively impact DLIFLC are fully informed of its programs' uniqueness.	Y	H	1	City County
21 (SWOT)	Recommend Monterey County and DLIFLC leadership development information materials focused on the critical requirement to provide its students both acculturation in the prescribed languages and cultures within the context of developing military linguists ready to serve as part of military units and organizations. The materials should emphasize the synergies, economies of scale and professional development efficiencies of satisfying these fundamental requirements in a joint service environment not available in non-DoD activities or civilian institutions.	Y	H	1	City County
22 (SWOT)	Recommend Monterey County and DLIFLC leadership use the material developed in the Section 5.2.9.3 recommendations to demonstrate why DLIFLC students cannot be provided the language education, culture and professional military development by distributing them to multiple schools that may be able to provide adequate language training, but cannot provide the necessary acculturation or development of military linguists.	Y	H	1	City County
23 (SWOT)	Recommend Monterey County and the DMDC leadership review the applicable sections of the California General Opportunities and identify specific opportunities that can be pursued.	Y	L	2,3	City County

Number (Source)	Recommended Action	Action Y/N/M	Priority H/M/L	MBDA Strat Plan Goal(s)	Responsible Entity
24 (SWOT)	Recommend Monterey County, in coordination with regional military activities, and DMDC leaders evaluate the ability to use available SIPRNet user capacity to satisfy regional military activities' requirements.	Y	M	2,3	City County
25 (SWOT)	Recommend Monterey County and DMDC leaders discuss the potential to provide additional services to existing or new federal customers. If DMDC identifies potential opportunities, the County and DMDC should develop a strategy for County and the region's CODEL to execute to ensure DMDC receives the strongest support possible in efforts to exploit the opportunity.	Y	M	2,3	City County
26 (SWOT)	Recommend Monterey County engage the DMDC leadership to discuss potential implications of DoD securing commercial data storage or services. If it appears there will be additional opportunities from such changes, the County should work with DMDC to develop informational and advocacy materials to ensure the strongest case supporting DMDC Monterey is available to local leaders, State officials and the California Congressional Delegation.	Y	L	1,2	City
27 (SWOT)	Recommend Monterey County, with DMDC as the lead and in coordination with NPS, NRL-MRY and FNMOC, engage the DIUx-Moffett Field office and develop a relationship that will permit the region's military activities to contribute to the DIUx program and enable opportunities for DMDC, NPS, NRL-MRY and FNMOC.	Y	H	2,3	City County
28 (SWOT)	Recommend Monterey County develop informational materials to provide academic institutions, the San Jose Silicon Valley Chamber of Commerce, the California Office of Business and Economic Development and the California Association of Local Economic Development (CALED) an introduction to the concept of regional cooperation in the professional development of technology specialists.	Y	M	1	City County

Number (Source)	Recommended Action	Action Y/N/M	Priority H/M/L	MBDA Strat Plan Goal(s)	Responsible Entity
29 (SWOT)	Recommend Monterey County or the City of Monterey approach the DoD Cyber Command about the potential for stationing of a Cyber Protection Team in Monterey County to provide cyber protection services and training for the significant DoD data storage missions in the County. The Effort with The DoD Cyber Command can be supplemented by contact with the Army and Navy Cyber Commands/functions to identify the need for local military services.	Y	L	2	City County
30 (SWOT)	Recommend Monterey County and DMDC leaders discuss the factors associated with data center consolidation, how they may impact DMDC Monterey and how local officials, State leaders and/or the Congressional Delegation can support DMDC Monterey as a receiver of additional DoD data responsibilities in future consolidation actions. The necessary information/advocacy materials should be prepared as part of this recommendation and distributed to relevant stakeholders and decision makers as part of a strategic communication initiative to advance DMDC Monterey's interests.	Y	H	2,3	City
31 (SWOT)	Recommend Monterey County engage the DMDC leadership to discuss potential implications of DoD securing commercial data storage or services. If adverse impacts are considered possible, the County should work with DMDC, the State of California and the California Congressional Delegation to mitigate conditions that place DMDC Monterey at risk.	Y	H	2,3	City

Number (Source)	Recommended Action	Action Y/N/M	Priority H/M/L	MBDA Strat Plan	Responsible Entity
32 (SWOT)	Recommend Monterey County request DMDC leaders provide a background paper on the FITARA (Federal Information Technology Acquisition Reform Act) as it applies to, and can could impact, DMDC operations. Recommend the County use the paper to educate the Congressional Delegation and request its Members engage the subcommittee to ensure all the parties involved understand Monterey County is committed to supporting the overall goal of ensuring lean IT operations and the DMDC-specific efforts operate as efficiently and effectively as possible.	Y	M	1	City
33 (SWOT)	Recommend Monterey County and the NSAM leadership review the applicable sections of the California General Opportunities and identify specific opportunities that can be pursued by the County and NSAM.	Y	L	2,3	City State
34 (SWOT)	Recommend that local support groups, NSAM and the POM investigate the potential for including NSAM services in those currently provided to the POM under the Monterey Model that will soon be ; converted to Section 331 IGSAs.	Y	H	2,3	City
35 (SWOT)	Recommend that local support groups, State of California, the POM and NSAM jointly investigate functions for inclusion in Section 331 IGSAs that have potential to lower installation operating and support costs for both installations.	Y	H	3	City State
36 (SWOT)	Recommend Monterey County and the City of Monterey local military support groups and regional water agencies investigate with the POM and NSAM the potential, feasibility and desirability of construction and operation of water desalination facilities on NSAM coastal property to assist NSAM, POM and OMC meet or approach the DoD Net Zero Water goal.	Y	H	2,3	City County

Number (Source)	Recommended Action	Action Y/N/M	Priority H/M/L	MBDA Strat Plan Goal(s)	Responsible Entity
37 (SWOT)	Recommend Monterey County, the City of Monterey and local support groups initiate discussions with the Army and Navy to determine if cost savings and other benefits would accrue from a real property transfer to create a single military installation organization to manage all active duty real property holdings in the County. Consideration should be given to having the Navy be the agency to manage these holdings since the Navy has the preponderance of functions.	Y	H	2,3	City County
38 (SWOT)	Recommend Monterey County and NPS leadership develop educational materials built on the materials and arguments used to engage the 2005 BRAC Commission demonstrating the overriding value of retaining NPS in Monterey. These materials should be used to educate key DoD and Navy leadership and staff to prevent/reduce the possibility a recommendation to relocate NPS will be considered in a future BRAC Commission process. The materials should be reviewed, and revised if needed, annually to ensure they are accurate and current if needed to educate DoD, Navy or BRAC Commission leadership or staff.	Y	H	1	City County
39 (SWOT)	Recommend the City of Monterey, NPS and NSAM leadership identify opportunities to reduce costs through all available authorities and negotiate all necessary implementing agreements required to reduce operating, sustainment, restoration and maintenance costs associated with NPS.	Y	H	3	City
40 (SWOT)	Recommend Monterey County, and NPS and NSAM leadership review the applicable sections of the California General Opportunities and identify specific opportunities that can be pursued by the County.	Y	M	2,3	City

Number (Source)	Recommended Action	Action Y/N/M	Priority H/M/L	MBDA Strat Plan	Responsible Entity
41 (SWOT)	Recommend Monterey County explore with the NPS leadership and research department opportunities to expand the CRADA program in the region and into Silicon Valley using the DIUx office in Mountain View. The intent of DoD to leverage private sector and academia technological expertise is clearly aligned with the goals of NPS to “provide relevant and unique advanced education and research programs to increase the combat effectiveness ... to enhance the security of the United States.”	Y	H	2,3	City County
42 (SWOT)	Recommend Monterey County, with DMDC as the lead and in coordination with NPS, NRL- MRY and FNMOC, engage the DIUx-Moffett Field office and develop a relationship that will permit the region’s military activities to contribute to the DIUx program and enable opportunities for DMDC, NPS, NRL-MRY and FNMOC.	Y	H	2,3	City County
43 (SWOT)	Recommend Monterey County work with NPS leadership to develop and distribute informational-advocacy materials describing NPS programs, customers, global reach and value to the Services, DoD and National Security Strategy. Whenever possible, these materials should be provided senior leaders of the Services and DoD. In future BRAC processes, the materials should be provided as part of responses to data calls and requests for information. A strategy “to answer the questions you wish were asked” should accompany all tasking to answer specific questions.	Y	H	1	City
44 (SWOT)	Recommend Monterey County and the NRL-MRY leadership review the applicable sections of the California General Opportunities and identify specific opportunities that can be pursued by the County and NRL-MRY.	Y	M	2,3	City
45 (SWOT)	Recommend Monterey County, with DMDC as the lead and in coordination with NPS, NRL- MRY and FNMOC, engage the DIUx-Moffett Field office and develop a relationship that will permit the region’s military activities to contribute to the DIUx program and enable opportunities for DMDC, NPS, NRL-MRY and FNMOC	Y	H	2,3	City County

Number (Source)	Recommended Action	Action Y/N/M	Priority H/M/L	MBDA Strat Plan Goal(s)	Responsible Entity
46 (SWOT)	Recommend Monterey County and the FNMOC leadership collaborate on developing informational and advocacy materials to “tell the FNMOC story” to regional stakeholders and Service leaders. Their use in advance of a BRAC process will help increase the basic level of understanding of potential future analysts and leaders. During a BRAC process the materials may become invaluable to educate BRAC Commissioners and/or staff reviewing an adverse DoD recommendation.	Y	H	1	City County
47 (SWOT)	Recommend Monterey County and the FNMOC leadership review the applicable sections of the California General Opportunities and identify specific opportunities that can be pursued by the County and FNMOC.	Y	M	2,3	City County
48 (SWOT)	Recommend Monterey County work with FNMOC to evaluate the possibility of providing weather data to the Air Force and be designated as Fleet Numerical Joint Service Meteorology and Oceanography Center (FNJSMOC).	Y	L	2,3	City
49 (SWOT)	Recommend Monterey County, with DMDC as the lead and in coordination with NPS, NRL- MRY and FNMOC, engage the DIUx-Moffett Field office and develop a relationship that will permit the region's military activities to contribute to the DIUx program and enable opportunities for DMDC, NPS, NRL-MRY and FNMOC.	Y	H	2,3	City County
50 (SWOT)	Recommend Monterey County partner with FNMOC to investigate the potential for DoD to seek commercial support for Service requirements. Special emphasis should be on the implications for ability of DoD to secure services throughout the security spectrum FNMOC supports – Unclassified through Top Secret. The critical need to provide services at the higher classification levels should be highlighted to senior leadership. A strategy based on FNMOC providing those services to all DoD activities should be advocated to mitigate this potential threat.	Y	H	2,3	City

Number (Source)	Recommended Action	Action Y/N/M	Priority H/M/L	MBDA Strat Plan Goal(s)	Responsible Entity
51 (SWOT)	Recommend Monterey County work with FNMOC to identify the extent of plans to consolidate overlapping missions and, if considered a viable threat, work to have FNMOC designated as too critical an operation for disestablishment.	Y	H	3	City
52 (SWOT)	Recommend Monterey County and the DRMI leadership review the ability of the State of California to identify specific assistance its agencies can provide to enhance DRMI's sustainability. A potential area to investigate is obtaining State financial support to incorporate analytical decision making and resources management experts from California academic institutions as visiting scholars and lecturers in DRMI curricula.	Y	H	2,3	City
53 (SWOT)	Recommend Monterey County work with DRMI and NPS leadership to answer the question, "Why must DRMI be collocated with the NPS?" The answer should be developed into clear, concise and compelling advocacy materials for use by DRMI, Monterey, NPS, the State of California and the California Congressional Delegation. answer to this question is needed in order to deflect consideration of, or rebut, scenarios involving the programmatic or BRAC relocation of DRMI.	Y	H	1	City
54 (SWOT)	Recommend Monterey County meet with the Camp Roberts leadership to discuss ways it can assist in reducing construction costs. Alternatives could include Enhanced Use Leases, privatization of utilities, lodging and/or family housing. The County should also inquire about how it might support Camp Roberts if other, internal National Guard resources, such as the Army National Guard's Military Construction Cooperative Agreement authority, could be accessed.	Y	H	2,3	City County

Number (Source)	Recommended Action	Action Y/N/M	Priority H/M/L	MBDA Strat Plan Goal(s)	Responsible Entity
55 (SWOT)	Recommend Monterey County work with the Camp Roberts leadership to explore ways to expand the use of training capabilities. The existing relationships with the Presidio of Monterey and the Naval Postgraduate School could serve as a starting point for discussions. The existing users of Camp Roberts – California Army National Guard and Fort Hunter Liggett – should be included early in any discussions and encouraged to express their ideas on how to expand, or add new, uses of Camp Roberts’ training capabilities.	Y	H	2,3	City County
56 (SWOT)	Recommend the Monterey County Economic Development Department work with Camp Roberts leadership, the Governor’s Office of Business and Economic Development (GO- Biz), the California Military Department and the California National Guard to develop an information package to advertise Camp Roberts’ assets to ensure DoD and Congressional decision makers understand Camp Roberts’ Military Value.	Y	H	1	City County
57 (SWOT)	Monterey County leadership should request assistance from its Congressional Delegation to ensure the information package receives wide distribution amongst the appropriate audiences, both inside and outside the United States.	Y	H	1	City County
58 (SWOT)	Recommend Monterey County work with Camp Roberts leadership, the Presidio of Monterey, Fort Hunter Liggett and the Naval Postgraduate School to identify and implement all feasible actions to reduce operational costs. Any revenues generated should be used to pay the remaining mission costs, make improvements in mission support and enhance personnel quality of life. The objective of these actions is to improve the “cost elements” of Military Value analysis and reduce potential Cost of Base Realignment Actions (COBRA) Model savings.	Y	H	2,3	City County

Number (Source)	Recommended Action	Action Y/N/M	Priority H/M/L	MBDA Strat Plan Goal(s)	Responsible Entity
59 (SWOT)	Recommend Monterey County work with the Fort Hunter Liggett leadership to investigate the value of expanding on the success of the Monterey Model (Section 4.3.2) through use of Intergovernmental Support Agreement (IGSA) authorities to harvest savings resulting from less than full personnel manning and to achieve operating efficiencies that can potentially lower operating costs.	Y	H	3	City County
60 (SWOT)	Recommend Monterey County work with the leadership of Fort Hunter Liggett to explore ways to expand the use of training capabilities. The existing relationships with Camp Roberts and the Army Reserve could serve as a starting point for discussions. All current users of Fort Hunter Liggett should be included early in any discussions and encouraged to express their ideas on how to expand, or add new uses of Fort Hunter Liggett's training capabilities.	Y	H	2,3	City
61 (SWOT)	Recommend A JLUS be completed for Fort Hunter Liggett to ensure any existing encroachments are cured and to develop strategies to prevent development of future encroachments.	M		2,3	City
62 (SWOT)	Recommend Monterey County work with the Fort Hunter Liggett and Camp Roberts leaderships to develop a presentation for use by their Congressional Delegations and the Army Reserves to educate potential users of the installations' ranges, training areas, facilities and airspace to expand both the number and diversity of users. A variation of the same presentation could be used to underscore the Military Value of the installations.	Y	H	1	City
63 (MBDA)	Recommend the City of Monterey, in conjunction with MBDA, develop a BRAC stakeholder paper and briefing to motivate and guide preparations for BRAC. Recommend City of Monterey and/or MBDA present this paper and briefing to stakeholders as a call to action.	Y	H	1,2,3	City MBDA

Number (Source)	Recommended Action	Action Y/N/M	Priority H/M/L	MBDA Strat Plan Goal(s)	Responsible Entity
64 (MBDA)	Recommend MBDA, in conjunction with the City of Monterey, engage with Congressman Panetta early in 2017 to: (1) brief him on the MBDA Vision, Mission and Strategic Plan Goals, (2) gain his concurrence for using Team Monterey ¹ Meetings as a forum for MBDA engagement with local military leaders on BRAC preparations, and (3) offer to help stimulate and oversee Team Monterey collaborations that will make it less attractive to break up Team Monterey and move the organizations to other cities.	Y	H	2,3	City MBDA
65 (MBDA)	Assuming concurrence of Congressman Panetta, recommend MBDA and City of Monterey deliver BRAC stakeholder paper and briefing at first Team Monterey Meeting of 2017.	Y	H	2,3	City MBDA
66 (MBDA)	Assuming concurrence of Congressman Panetta, recommend MBDA begin tracking and overseeing Team Monterey collaborative projects, beginning with the first Team Monterey Meeting of 2017.	Y	H	2,3	MBDA
67 (MBDA)	Recommend each Team Monterey organization identify a MBDA/City of Monterey point-of-contact by mid-2017.	Y	H	3	Team Monterey
68 (MBDA)	Recommend each Team Monterey organization be ready to appoint a well-prepared BRAC Lead and supporting BRAC Team, when needed.	Y	H	3	Team Monterey
69 (MBDA)	Recommend the City of Monterey, in conjunction with MBDA, begin periodic outreach visits to Team Monterey organizations and other relevant organizations to gather information about and provide advice on BRAC preparations and the Team Monterey collaborative projects.	Y	H	2,3	City MBDA

Number (Source)	Recommended Action	Action Y/N/M	Priority H/M/L	MBDA Strat Plan Goal(s)	Responsible Entity
70 (MBDA)	Recommend the City of Monterey develop point papers that describe local initiatives to address: (1) Affordable Housing, (2) Primary and Secondary Education, (3) Health Care, (4) Water, (5) Power and (6) Roads. Recommend the City of Monterey share these point papers with the Team Monterey BRAC Leads to be used as reference material for answering BRAC data calls.	Y	H	3	City
71 (MBDA)	Recommend the City of Monterey periodically sponsor additional BRAC Symposia to discuss the importance of military/community partnerships, similar to the 16 Aug 2016 event.	Y	H	1,2,3	City
72 (MBDA)	Recommend MBDA use its website to publically extoll the virtues of the Monterey Bay National Security Cluster ² , including documentation of the Cluster's collaborative projects and success stories.	Y	H	1	MBDA
73 (MBDA)	Recommend the City of Monterey obtain and become proficient with the Cost of BRAC Relocation Actions (COBRA) software, or any similar software tool expected to be used in the BRAC decision making process.	Y	H	3	City
74 (MBDA)	Recommend each Team Monterey organization actively seek collaborative projects with DIUx.				Team Monterey
75 (MBDA)	Recommend each Team Monterey organization actively seek collaborative projects with Silicon Valley technology companies.				Team Monterey
76 (MBDA)	Recommend each Team Monterey organization actively seek collaborative projects with other organizations in the Monterey Bay National Security Cluster ² .				Team Monterey

¹In this document "Team Monterey" refers to the DoD activities listed in Appendix A.

²In this document the "Monterey Bay National Security Cluster" refers to the Team Monterey organizations plus other relevant nearby organizations (e.g., U.S. Coast Guard Station Monterey; Middlebury Institute of International Studies at Monterey; California State University Monterey Bay; University of California Santa Cruz; NOAA National Weather Service; NOAA National Ocean Service; Monterey Bay Aquarium Research Institute; Central and Northern California Ocean Observing System; various Silicon Valley high-tech companies; etc.).

**PRODUCED BY THE
CITY OF MONTEREY AND THE
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