

# VIRGINIA MILITARY INSTITUTE

LEXINGTON, VIRGINIA 24450-0304

Department of Information Technology  
Phone 540-464-7341  
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10 May 2024

## MEMORANDUM

**TO:** The Audit, Finance and Planning Committee  
**FROM:** Darrell Campbell  
**SUBJECT:** Information Technology Report

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- Security
  - Security Assessment: VMI had received a management point for not completing a “yellow book” audit of our sensitive systems by an external vendor as required by Commonwealth of Virginia IT security policies in May 2023. VMI completed the search for an acceptable vendor that can perform the required audit and has hired the BakerTilley audit firm, and the audit is now in progress. The goal is to have this audit completed in the June 2024 timeframe. I am expecting this audit point will recur this coming cycle because it was not complete by the January 2024 timeframe when the current APA audit cycle started.
  - The APA also issued a management point in May 2023 regarding documentation of our Windows Operating system that support the systems VMI has deemed sensitive. VMI IT has completed this task of working on furthering the documentation of system hardening to meet the APA expectations. This has been covered as part of the current APA cycle and included in the external audit.
  - The APA started their annual IT audit on the week of 1/8/24 and initially covered the two management points received in 2023. The scope was expanded to include our “Change Management” system, “Continuity of Operations”, “Business Impact Analysis” and “Risk Assessment” documentation.
  - The Inspector General notified VMI of a Cyber-Security Audit (of all state institutions). The audit for VMI started on 12/18/23 by reviewing our automated Taegis XDR monitoring system. IT also submitted other monitoring and security documentation during January 2024. IT also worked with our attorney on the Rules of Engagement (ROE) documentation submitted by the OSIG auditor. The ROE represented the agreement for the penetration and security/vulnerability tests of our external facing sensitive systems. This document has been signed and submitted to the OSIG auditor.



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- PCI Assessment and attestation: FAS and IT staff in collaboration with our contractor, Campus Guard, are reviewing necessary changes to suit the 4.0 version that will be required for the next attestation. In March 2024, VMI IT worked with our contractor for required quarterly penetration testing for the PCI related Colleague system and passed. Campus Guard provided the training files to support our ongoing mandatory Annual PCI training for employees that handle credit cards in any fashion.
  - Vulnerability scanning: Continuing with vulnerability scanning software utilizing the upgraded ability to scan for vulnerabilities on servers and network infrastructure. The scan produces reports based on various security policy testing and PCI requirements.
  - Further utilizing our upgraded detection and response system to detect malicious activity on the firewall and servers. The Taegis system notifies specified IT staff members of noted threats and recommended remediation.
- Operations and Equipment
    - VMI IT has procured two new servers to upgrade our Voice Over IP (VOIP) phone system. The plan for installation of this new hardware has the overall implementation currently scheduled to be complete by end of May 2024. This will then start the implementation of the new “nine line” software that provides enhanced 911 capabilities.
    - VMI IT has procured new redundant network firewalls. IT is in the process of installing these items. These new firewalls have multiple benefits:
      - 1.) They will be able to handle almost three times the bandwidth as our previous firewalls from a previous vendor. This change will provide capabilities for future internet bandwidth expansion.
      - 2.) The new firewall annual license and maintenance support cost will be a third of our previous vendor’s costs producing a considerable overall savings to the Institute.
      - 3.) This change provides newer hardware for continued reliability of our networks.
    - IT Staff Update

VMI IT has had significant turnover due to retirements and employees leaving the Institute in the July 2023 timeframe. Two people retired- our CIO and our



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Desktop Support Manager and three other employees left VMI- our Information Security Officer and two additional PC Technicians.

The Desktop Support Manger was replaced with an internal candidate and her last position has been filled from another internal candidate The ISO position has been filled with an excellent external candidate. The CIO position was filled by the Interim candidate (DBA/Development Manager) and that DBA position has now been filled by an internal Programmer candidate. Due to the qualified application pool, the PC technician position was changed to a multimedia position. This position will assist with the growing Institute support needs in that area and will allow IT to enhance support capabilities for classroom multimedia needs. The open Programmer position is in process.

- Services

- SharePoint Intranet Portal: After communicating with the associated departments, the IT staff has built out a new updated site structure. IT is currently working with an external vendor to migrate the document libraries to the 365 sites. The migration is targeted to be complete by June 2024.
- Scheduling software: The Institute issued an RFP for scheduling software proposals and has now procured the CollegeNET software. This software will integrate easily with the Institute's Colleague system as they are an Ellucian partner. In March, a CollegeNet consultant worked with the VMI implementation team over a three-day engagement. VMI is currently awaiting the creation of the ColleagueNet database so we can start testing the product's capabilities and integration. This software should greatly enhance the efficiency of scheduling general rooms and classrooms and eventually events across the Post. This will be a Post wide project integrating Communications & Marketing, Physical Plant and Academic departments for scheduling needs. Accuracy of the Colleague room data will be crucial to the project's success. This data in Colleague is currently being reviewed for accuracy and completeness as part of the implementation process. The goal is to have classrooms scheduled in October for the Spring 2025 term. Events and general rooms will follow as the system is built out.



# VIRGINIA MILITARY INSTITUTE

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Deputy Superintendent for Finance and Support

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3 APR 2024

## MEMORANDUM

**TO:** The Audit, Finance and Planning Committee

**FROM:** BG Dallas B. Clark

**SUBJECT:** Capital Projects Update

We have no capital projects in the construction phase and five that are in various stages of design. The Nichols Engineering Building Renovation and Expansion project completed Preliminary Design and is awaiting release of funds for Working Drawings and Construction. The Cadet Safety and Security, Construct Moody Hall, and Replace Old and New Barracks Windows projects are in Preliminary Design phase. The Center for Leadership Ethics Phase II design contract was awarded, and the project is starting Schematic Design development. Additionally, the design of Post-wide Safety and Security project is complete. The project went out for bid February 2023 and all construction bids were over budget. The project went back out for bid in February 2024 and we are currently evaluating bids against the project budget.

We also have five upcoming Capital projects, three of which have been approved for detailed planning and two that we are working to get into future capital construction budgets. The Hinty Hall Facilities Management Expansion, 307 and 309 Letcher Avenue (Finance and Admissions Office) Renovations and the New Market Battlefield State Historical Park Museum Renovations and Improvements were approved for detailed planning funds in August 2023 and we are awaiting release of those funds to begin the process for selecting a design firm. Additionally, we are working to get funding for Crozet Hall Expansion and Patchin Field Improvements; both are non-E&G facilities and require using either VMI NGF funds or private donations.

### **Projects Background and Summary**

Post Wide Safety and Security project went out for bids a second time in February 2024 and we are evaluating the bids against the project's budget. We expect construction to begin after graduation May 2024. The NEB project completed Preliminary Design phase in January 2024 and is expected to finish design work in October 2024 and begin construction in December 2024. In December 2023, we received Schematic Design approval for Cadet Safety and Security, Construct Moody Hall and Replace Old and New Barracks windows projects and moved into Preliminary Design in January 2024. Construct Moody Hall project will finish Preliminary Design and begin Working Drawings in October 2024 with construction start in Fall 2025. Replace Old and New Barracks Windows project will complete Preliminary Design in June 2024 and proceed to Working Drawings phase. The Cadet Safety and Security project is fully funded and will complete design work in August 2024 and begin construction late Fall 2024.

The Center for Leadership and Ethics Phase II project began Schematic Design work in December 2023 and will complete Preliminary Design in October 2024 with the goal of getting construction funding in the Governor's budget in December 2024. Below is a summary of each capital project:

***Post-Wide Safety and Security***

Post-Wide Safety and Security is an \$11,127,350 project to enhance overall Post safety/security. The scope includes installation of 14 security barriers & structures (work points) including fixed & operable bollards, drop-arm gates, wedge barriers, fixed walls & landscaping barriers across Post. Central monitoring & control of the automatic gates will integrate with the existing VMI access control system. Gates will be designed in two concentric perimeters: an inner operable ring of gates & an outer lock-down only ring. Inner gates will be programmable for daily schedules to enable various Corps training events and formations while outer gates will operate only for emergencies or during periods of increased threat level. Design of this project is complete. The project was placed out to bid for construction in July 2023 but all bids came in over budget. The project went back out to bid February 2024 and we are currently evaluating bids against the project's budget. Construction will begin after graduation in May 2024 and complete by August 2025. The design firm on this project is Wiley-Wilson based in Lynchburg, VA.

***Renovate and Expand Engineering Laboratory Facilities (NEB)***

This is a \$74.9M project to renovate 63,133 square feet in Nichols Engineering Building and to construct a 33,029 square foot addition to meet the requirements of a growing STEM curriculum. The project is currently funded through Preliminary Design for \$3.3 million. The project no longer includes demolition of the existing swimming pool facility. DEB approved our Schematic Design in January 2022 and Preliminary Designs were submitted in March 2022. Due to scope issues (retention of the existing pool) and cost inflation, DEB required an updated Schematic Design which they approved in January 2023. The project team completed Preliminary Design work in July 2023 and received technical approval from DEB in September 2023 and cost approval in February 2024. The team is awaiting release of funds to begin Working Drawings and move into Construction. The design firm is Richmond, VA based Baskervill and the Construction Manager at Risk firm is Kjellstrom-Lee. Construction will begin in December 2024 and complete in June 2027.

***Improve Cadet Safety and Security in Barracks***

This \$8.7 million project will replace or upgrade all doors in the Barracks to key card access locks utilizing the lowest responsible bid general contractor, additionally the contractor will install additional security cameras and improve resolution on existing cameras, address issues with gate security systems and improve ability of guard team and Officer-in-Charge or Assistant Officer-in-Charge of the Barracks to monitor camera systems. Project will also include fielding a new post-wide communications system for guard team and commandant staff. Schematic Design is complete and Preliminary Designs and cost estimate will be approved in April 2024. Working Drawings will be approved in September with a construction start in November 2024 and completion in Fall 2026. The design firm is Wiley-Wilson.

### ***Replace Windows in Old and New Barracks***

Purpose of this \$33.3 million construction manager at risk project is to replace existing exterior windows and window frames in New and Old Barracks. This will include some repairs to the exterior walls, replacing current security bars with new steel bars as well as new roller shades, window hinges, and hardware for all windows. The state has approved planning funds (\$1 million) through Preliminary Design. The team completed Schematic Design in December 2023 and will finish Preliminary Design phase in June 2024. VMI is in final stage of selecting a construction management firm with selection scheduled for 30 April 2024. SFCS from Richmond is the A/E firm for this project. Construction will begin in Fall 2025 and finish in the Fall of 2027.

### ***Moody Hall Construction***

\$2.1 million for detailed planning on this \$68 million project was released in November 2023. Glave and Holmes Architecture was selected as A/E firm for design. The scope of work for this project includes the demolition of the existing Moody Hall, Neikirk Hall and the Cabell House followed by construction of a new 50,000 square foot building to support cadet activities, fund raising, academic programs and alumni functions. The new facility will include expanded office spaces, additional reunion and activities space and meeting rooms while maintaining terrace/veranda views across the Parade Ground. Schematic Design was approved in December 2023 and the team is moving forward with a plan to have Preliminary Design approved in October 2024. Project team is pursuing release of full funding to move directly from Preliminary Design approval into Working Drawings and Construction. Preferred construction start date is Fall 2025 with a 30-month project duration.

### ***Center for Leadership and Ethics Phase II and Parking Structure***

This \$89.8 million project will result in a 62,500 square foot multi-story addition to the existing Center for Leadership and Ethics. This facility will house cadet leadership development and educational facilities, the VMI museum and includes an adjacent 444 vehicle parking structure. Project will also include associated landscaping, paving and improvements to traffic flow. \$3.6 million in detailed planning funds were released in May 2023. In January 2024, we selected Baskervill from Richmond as our A/E firm and expect Schematic Design completion in June 2024 and submit Preliminary Design package by October 2024 to enable inclusion of construction funds in the Governor's budget in December 2024. This acceleration of the schedule would allow us to begin construction in 2026 instead of 2027.

### ***Improvements and Renovations New Market Battlefield State Historic Park***

This estimated \$30.5 million project is funded with \$3.6 million for detailed planning through preliminary design. Major features of work include complete renovation and replacement of all building systems in the existing museum, renovation of the maintenance building, repairs and improvements to the historic Bushong house as well as improvements to roads, trails, signage and parking throughout the park's 300 acres. Currently we are awaiting release of funding from the State so we can begin the A/E firm selection process and move into Schematic Design.

### ***307/309 Letcher Avenue Renovations***

This project is approved for \$1.3 million for detailed planning through preliminary design with an estimated total cost of \$7.3 million. The scope of work involves complete renovations of the Admissions and Financial Aid offices that occupy these houses to include electrical, mechanical, plumbing and HVAC system replacements as well as renovations to address safety and code compliance issues. We are also awaiting the release of funds from the State to begin A/E selection process for this project.

### ***Hinty Hall Facilities Management Expansion***

Estimated at a total project cost of \$22.5 million, this project involves a 15,000 square foot expansion of the existing Hinty Hall physical plant building, updated building systems and repairs to the Freeland House construction office building, construction of an approximately 10,000 square foot climate-controlled warehouse and construction of maintenance and storage facilities along the Chessie Trail. Also included in the scope of work are updates, improvements, and expansions to several of our other facilities management buildings around Post. This project is awaiting release of design \$2.8 million in detailed planning funds so we can begin the A/E selection process.

### ***Patchin Field***

With an estimated cost of \$21.7 million, this project involves a complete upgrade of the existing soccer stadium area and associated spaces. Features of work include installation of lights, bleacher seating for 1,000 fans, a press box and approximately 16,000 square feet of building for required support spaces. Project will also include significant drainage and grading work to protect the playing surface from flooding, installation of an artificial turf surface large enough to accommodate both soccer and lacrosse and IT/AV upgrades. The project includes a renovation and upgrade of Paulette Hall which houses the soccer and lacrosse locker room areas. An initial planning study was completed for this project by Wiley-Wilson in 2022. The project is located in a FEMA flood plain area and will require significant coordination with various state agencies and a variance from DGS.

### ***Crozet Hall Expansion and Renovation***

This estimated \$46.8 million project will expand the existing Crozet Hall to accommodate the growing size of the Corps while also replacing building utility systems and completing needed renovations to the food preparation, storage and serving areas. Project will also include updating interior finishes and completing necessary site work and exterior work to support the building expansion. A feasibility study was completed by Wiley-Wilson in 2016 and updated in 2022.

### ***Turman House Renovation***

With an estimated cost of \$3 million this design-bid-build project is intended to repair, restore and update the existing Turman House. Once complete the Turman House will be used as either high level staff or VIP quarters. The renovation will focus on exterior repairs including porch reconstruction, roof repairs and ADA access. Interior work includes reconfiguration and construction of additional bathrooms, structural repairs and kitchen updates. Project scope also

involves updates and renovation to the Gate House apartment, Turman House apartment and the ice house roof. The design was completed by Glave-Holmes in 2020 and will be updated to reflect changes to the building code since 2020.



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3 APR 2024

**MEMORANDUM**

**TO:** The Audit, Finance and Planning Committee  
**FROM:** BG Dallas B. Clark  
**SUBJECT:** Non-Capital Projects Update

***Non-Capital Construction Projects Completed between September 2023 – May 2024***

***Gray-Minor Field Improvements*** – New artificial turf was installed on the baseball field and the project is complete. With a budget of \$3,265,000, the project consisted of a new field drainage system, underground stormwater management system, field grading, and dugout expansion. The field (titled “Lamore Field at Gray-Minor Stadium” due to generous project donations provided by Mr. Michael Lamore ’85) is in use and the official dedication ceremony will be on 20 April 2024.

***Barracks Sally Port Stairs*** – This \$63K emergency project is complete. The project addressed potential structural and overhead hazards (i.e. falling concrete) with the Sally Port stairwell in Old Barracks. It consisted of an engineering structural assessment, safety assessment and repair of compromised rebar and concrete as well as providing overhead protection from falling concrete.

***CyDef Laboratory*** – Mallory Hall 107 is in the process of being converted into a state of the art laboratory for the CIS Department to study and implement cyber defense. This project is grant funded by the Department of Defense with a budget of \$111K. The CyDef Lab will be developing a network operations center to train cyber captains in network, security, and threat intelligence analysis. The new lab will contain a robotics space for hands on projects. The project will be finished in February 2024 with the installation of new lab furniture, tv’s, and communications connected to the nearby server room.

### **Non-Capital Projects in Progress**

***Jackson-Hope CIS Cadet Research Laboratory*** – The purpose of this \$23K project was to create a dedicated computer science research lab in Preston Library. The project involved removing all existing furniture, adding a secure door at the entry, updated signage and a new furniture package from VCE that is specific to the cadet research lab. The project was completed in March 2024.

***Mallory Hall CIS Server Room*** – Mallory Hall room 123 is being converted into a computer server room housing 6 server racks for the CIS Department. The room requires electrical and HVAC upgrades to accommodate the servers. The project is currently under construction and will finalize in May 2024 at an estimated cost of \$567,000.

***Chaplain's Quarters Boiler Replacement*** – Intent of the \$150K project was to emplace a boiler in the quarters to assist with heating. During the project crews encountered significant amounts of asbestos containing materials under the house which delayed the project completion. Removal of asbestos pipe insulation, asbestos containing soil and asbestos containing construction debris from 1970s era projects and repairs is in progress. Upon completion of asbestos removal, crews will install the new boiler and radiators for the building then screen and refinish wood floors on the first level. Project estimated completion date is 17 May 2024 and COL (CH) Kasper's desired move in date is on/about 1 July 2024.

***Clarkson-McKenna Elevator*** – This \$395,000 project will replace the elevator equipment and upgrade the cab, while also adding card-access security consistent with other elevators on Post. Design and manufacturing are complete, construction is in progress and will complete 30 May 2024.

### **Upcoming Non-Capital Construction Projects 2024**

***Clarkson-McKenna Hydrotherapy Renovation*** – This project is only funded for A/E services at \$63,000. The existing 17-year-old hydrotherapy facility has several leaks and aging equipment. This project will replace existing cold tubs, replace failing flooring and waterproofing and upgrade finishes. Schematic Design work is complete but project is now awaiting construction funding.

***Football Team Meeting Room Upgrades*** – The design for this project is 98% complete with final approval expected in April 2024. The intent of the project is to add tiered, theater style seating in addition to updating A/V and IT capabilities, updating flooring and finishes and replacing the failing ceiling tiles. Project has been given approval for full funding to complete the design and begin procurement for construction.

***Cameron Hall Scoreboard*** – Project was funded for \$1.9M and will replace the existing scoreboards with larger videoboards in the same two locations. New scorer tables with integrated

video displays and a new sound system are included. Construction will take place Summer 2024 and close in the early fall, in time for the first home basketball game.

***Crozet Hall Scullery and Freezer Renovations*** – This project involves repairs and upgrades to the walk in freezer, which is experiencing problems with icing and requires frequent, labor intensive defrosting efforts. Project also includes upgrading the dishwashing and food disposal systems in the scullery area. Project is in the initial concept phase, and we are working with the A/E firm of Wiley-Wilson to develop design options, scope and budget.

***Memorial Hall Water Infiltration Improvements*** – The building has had frequent and significant water leaks. The project will consist of drainage system improvements, repairs to the surrounding storm water drainage system, and repairs to damaged stonework and interior finishes. This project will be done in phases over the next 3 years beginning in Summer 2024. The estimated project cost is \$2.2 million. We recently completed lower level carpet and baseboard repairs and are in process of selecting a construction firm for the next phase to start in June 2024.

***Cocke Hall Building Envelope*** – This \$1.1M project will address the leaking building envelope and drainage issues in Memorial Garden. We are in process of hiring a construction firm and will begin phased construction in Spring 2024 and carry through Summer 2025.

***501 Brooke Lane Painting*** – This approximately \$75K project will remove lead based paint from the exterior of the home and repaint the entire exterior. Project team is in process of getting quotes and availability from painting contractors to schedule the work.

***Smith Hall Access Control*** – The purpose of this \$50K project is to control access to the General Officer suites and other sensitive areas in Smith Hall. The scope of work includes adding interior storefront protective glass doors inside the main entrance at the entrance to the Superintendent's and Dean's suites, installing card readers for the glass doors and the elevator, securing the door to the main floor stairwell entrance and installing security cameras inside the main entrance. Design is completed and work will begin following graduation and finish in July 2024.

**VMI Board of Visitors – Audit, Finance and Planning Committee  
Motion and Standing Reporting Items Summary**

<b>January</b>	<b>May</b>	<b>September</b>	<b>As Needed Motions/Updates</b>
<p><b><u>Motion Items</u></b></p> <ul style="list-style-type: none"> <li>• Operating Budget Amendments</li> <li>• Post Facilities Master Plan Update</li> </ul> <p><b><u>Standing Items</u></b></p> <ul style="list-style-type: none"> <li>• IT Report</li> <li>• APA Financial Statement Audit Kick-Off &amp; NCAA Review Conclusion</li> <li>• Preliminary Budget Notes and Assumptions</li> <li>• Annual Agency Risk Management &amp; Internal Control Standards (ARMICS) Assessment/Certification</li> <li>• Payment Card Industry Data Security Standard (PCI DSS) Annual Update</li> <li>• Compliance Reporting</li> <li>• VMI Alumni Agencies Update</li> <li>• BOV-AFP Motion and Standing Reporting Summary</li> <li>• AFP Committee Charter</li> <li>• Safety and Security</li> </ul>	<p><b><u>Motion Items</u></b></p> <ul style="list-style-type: none"> <li>• Adoption of VMI’s Annual Operating Budget</li> <li>• Financial Statements (Audited)</li> </ul> <p><b><u>Standing Items</u></b></p> <ul style="list-style-type: none"> <li>• IT Report</li> <li>• APA Financial Statement Audit Conclusion</li> <li>• VMI Alumni Agencies Update</li> <li>• VMI Annual Debt Report</li> <li>• Safety and Security</li> </ul>	<p><b><u>Motion Items</u></b></p> <ul style="list-style-type: none"> <li>• Six Year Plan Update and Enrollment Projections</li> <li>• Strategic Plan</li> <li>• Institute Small, Women-owned, and Minority-owned Business Plan (SWaM)</li> </ul> <p><b><u>Standing Items</u></b></p> <ul style="list-style-type: none"> <li>• IT Report</li> <li>• APA Report on Compliance – NCAA Subsidy Percentage Requirements</li> <li>• Compliance Reporting</li> <li>• VMI Alumni Agencies Update</li> <li>• Safety and Security</li> </ul>	<ul style="list-style-type: none"> <li>• A/P Faculty Handbook</li> <li>• VMI Accounting Policies and Procedures</li> <li>• Delegation of Authority</li> <li>• Real Estate Actions</li> <li>• VCBA Bond Authorizations</li> <li>• SACSCOC Reaccreditation Updates</li> <li>• APA Five-Year Federal Financial Aid Update</li> <li>• VMI Museum Accreditation Update</li> <li>• VMI Museum Systems Collections Management Policy and Code of Ethics</li> <li>• Department Specific Accreditations</li> <li>• ILARC Study and Recommendations</li> <li>• Crisis &amp; Emergency Management Planning (CEMP)</li> <li>• Continuity of Operations Plans (COOP)</li> </ul>