



COMMONWEALTH of VIRGINIA

STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA

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July 26, 2020

TO: Superintendent Peay
Gary Bissell
Jeff Boobar

FR: Peter Blake, Director, SCHEV

RE: Review of In-Person Instruction and Campus Reopening Plan

Staff of the State Council of Higher Education for Virginia (SCHEV) have completed the review of Virginia Military Institute's plan for in-person instruction and campus reopening. Our determination is that this plan contains the 26 components required to be addressed by Virginia's "Higher Education Reopening Guidance," and therefore, is complete and in compliance with the Commonwealth's expectations.

SCHEV staff will include a link to your plan on our website. We also will share a copy with the Virginia Department of Health.

We encourage Virginia Military Institute to post the plan on its website. If you do, it should be accompanied by the following statement: *"This plan has been reviewed by the State Council of Higher Education and has been found to be compliant in containing the required components of the 'Higher Education Reopening Guidance,' which was developed in consultation with the Virginia Department of Health."*

If Virginia Military Institute modifies substantively any portion of its plan, or if the Commonwealth requires all institutions to modify their plans, then you should notify SCHEV (at communications@schev.edu) of the modified section(s) and post the changes in the same area of institution's website as the original plan posting.

The members and staff of the State Council of Higher Education thank Virginia Military Institute for its prompt and thorough attention to this important matter. You can contact us at the email address above with any questions or comments.

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Institute Operations Plan AY 2020-21 #1

**Fall 2020 Return to Post
&
In-Person Classes**

**Prepared by:
COVID-19 Planning Committee
Revised 22 July 2020**

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Summary of Changes

<u>Date of Change</u>	<u>Section</u>	<u>Synopsis of Change</u>
09 July 2020	<u>APPENDIX 1: Academic Program</u>	Custodial teams, not academic departments, are responsible for inventory of cleaning supplies in academic areas.
09 July 2020	<u>ANNEX C: Tab H</u>	Priorities, safety measures, and training programs added for NROTC.
22 July 2020	<u>Base Operations Plan</u>	Contact information and procedures added for reaching local health department. Also, updates were added regarding committees meeting regularly to establish local and regional coordination for reopening and coordination.
22 July 2020	<u>Annex C: Tab M: Barracks Operations</u>	Signage and training provided for cadets upon arrival. Cadets are responsible for cleaning their own rooms.
27 August 2020	<u>Base OPLAN: coordinating instructions</u>	When outdoors and not engaged in physical training, facial coverings must be worn at all times throughout the VMI Post.
14 Sep 2020	FRAGO #1: Annex Q: Appendix 1 (Reception and Repopulation Plan)	This FRAGO addressed updates/changes to the isolation and quarantine procedures described in APPENDIX 1 (Reception & Repopulation Plan) to ANNEX Q (Medical Services).
24 Sep 2020	FRAGO #2: Annex C: Appendix 2 (Cadet Life)	This FRAGO provided an update to APPENDIX 2 (Cadet Life) to ANNEX C (Operations). Specifically, it provided a regulated relaxation of the public health mitigation measures that have kept the Corps of Cadets confined to Post since cadre returned in early August.
28 Sep 2020	<u>Annex C: Tab I (Commandant's Training Time)</u>	Additional locations inside of Barracks were added to facilitate Rat sweat parties.

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VMI
Lexington, VA
02 July 2020

VMI OPLAN AY 2020-21 #1

1. Attached is VMI OPLAN AY 2020-21 #1. This plan describes how VMI will operate during Fall Semester 2020 while COVID-19 remains a threat.
2. This document is intended to be distributed and read electronically. For ease of navigation, the Table of Contents contains bookmarks that will take the reader to the numerous sections of the OPLAN and back. Simply click on the section (Annex, Appendix, or Tab) to go to that section. At the end of each section on the right-hand margin, there is a hyperlink labeled Table of Contents. Clicking this link will take the reader back to the Table of Contents where they can select any other portion of the OPLAN to read.

FOR THE SUPERINTENDENT

J. P. Inman
Colonel, U.S. Army (Retired)
Chief of Staff

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Copy Number #1

Office of the Superintendent

Lexington, VA

02 July 2020

OPERATION PLAN: VMI Fall 2020 Return to Post and In-Person Classes

1. Situation.

- a. **General.** COVID-19 is a respiratory disease that seemingly spreads easily and sustainably throughout affected communities. Originally labeled a novel coronavirus infection when discovered in December 2019, it spread rapidly from its point of origin and by 11 March 2020 had been declared a global pandemic. COVID-19 will impact VMI operations during the Fall 2020 semester and perhaps beyond. Since it is a novel (new) coronavirus, there are a number of unknowns associated with COVID-19 that will drive our operations going forward. For instance, we do not know how long it will last, whether warmer weather will lessen its impact, whether people who have had the disease can be infected again and if they do contract it again, are they contagious, to include just a few. Additionally, as a new virus, guidance related to slowing the spread, how to treat it, and how to eventually defeat it continues to evolve as public health officials and scientists continue to collect and analyze data. Finally, public health experts believe the risk of subsequent waves of infection remains we are able to develop sufficient immunity through vaccination or actual infection and recovery. Therefore, flexibility and adaptability are the baseline requirements for a successful academic year.

VMI will resume on-Post academic instruction and Corps activities in Fall 2020.

However, ensuring the health and safety of the entire VMI community while operating in a COVID-19 environment requires modifications to virtually all aspects of the VMI experience. This OPLAN establishes the policies, procedures, and standards that will be implemented immediately to ensure success. It presumes a requirement to start the semester implementing social distancing requirements and the wearing of Personal Protective Equipment (PPE), specifically facial coverings in compliance with executive orders and other best practices. Relaxing those precautionary measures will occur as conditions permit.

Virginia's Governor and the State Council on Higher Education recognize VMI's unique educational model. Therefore, they have directed VMI and other public and private colleges and universities in the state to develop reopening plans specific to their unique characteristics and settings within a broad framework of guidance. Specifically, our plan must address repopulating the Post, monitoring health conditions to detect infection; containing the disease when detected; and shutting down if necessary.

While we have been given the latitude to build a plan unique to VMI, this will not be a "typical" academic year at VMI. Our experiences with the recently completed Spring '20 semester and the planning efforts of the COVID-19 Planning Committee puts us in an excellent position to execute a successful academic year in a unique and challenging operating environment.

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- 1) Constraints, Restraints, & Limitations from the Commonwealth of Virginia Higher Education Reopening Guidance.
 - a) Constraints (Must do).
 - (1) Must be in at least Phase II under the Forward Virginia Blueprint which reflects positive trends in public health data.
 - (2) Through coordination with our interagency partners, we must ensure adequate regional surge health care capacity.
 - (3) Must foster a culture of compliance within the VMI Community.
 - b) Limitations.
 - (1) COVID-19 testing kits.
 - (2) Contact tracing software.

- b. **Risk.** Across the nation, the recovery rate among young adults infected with COVID-19 remains very high (> 95%). Therefore, based on currently available information and clinical expertise, the at-risk population for severe illness from COVID-19 in our Return to Post Plan are our senior faculty, staff, employees, local community members (65 years of age or older) people of any age who have serious underlying medical conditions, and individuals living in a household with someone with an underlying health condition.
 - 1) Underlying medical conditions:
 - a) Chronic lung disease or moderate to severe asthma;
 - b) Serious heart conditions;
 - c) Immunocompromised. Many conditions can cause a person to be immunocompromised, including cancer treatment, smoking, bone marrow or organ transplantation, immune deficiencies, poorly controlled HIV or AIDS, and prolonged use of corticosteroids and other immune weakening medications;
 - d) Severe obesity (body mass index [BMI] ≥ 40);
 - e) Diabetes;
 - f) Chronic kidney disease with undergoing dialysis;
 - g) Liver disease.

- c. **Specific Areas of Concern**
 - 1) Barracks. We must be very careful not to adopt a business as usual approach in Barracks this academic year. While it is reasonable to consider roommates as “members of the same household,” it is not similarly reasonable to consider the entire Corps of Cadets as members of the same household. The Corps of Cadets as a whole interacts daily on intentional and unintentional basis with people who do not live in the barracks and share the same space: for instance, faculty, staff, employees, athletes, the local community, and contractors working on Post. Therefore, adherence to public health protocols designed to reduce or impede the spread of COVID-19 must be adhered to in the Barracks. These protocols will require the wearing of facial coverings outside of assigned rooms, restricted visiting of other cadet rooms, elimination of large stoop gatherings, controlled lavatory and shower access, as well as frequent cleaning and sanitization of those same areas. The specifics of Barracks Life are spelled out in TAB M (Barracks Operations) to APPENDIX 2 (Cadet Life) to ANNEX C (Operations) and will help mitigate these concerns.
 - 2) Classrooms. There is a known portion of our faculty and staff that are members of the high risk category based on their age. Additionally, there may also be members

- of the faculty, staff, and Corps of Cadets who – unbeknownst to the administration or health services personnel – are members of the high-risk category due to undiagnosed or undisclosed underlying conditions. Therefore, VMI shall adhere to public health guidelines with respect to social distancing and wearing of facial coverings in academic classrooms that do not involve physical activity such as is required of certain physical education classes. Precautions to mitigate these concerns are included in APPENDIX 1 (Academic Program) to ANNEX C (Operations) and APPENDIX 2 (Human Resources Operations) to ANNEX D (Administration and Logistics) of this OPLAN.
- 3) Dining Facility. Crozet Hall is another location that presents the potential for high rates of infection due to the large numbers of cadets present during each meal period. Therefore, VMI shall adhere to public health guidelines related to social distancing by increasing the distance between each table in the dining facility and limiting the seating capacity at each table. This will drop overall occupancy in the dining facility to less than 50%. To ensure the new seating layout is effective in reducing the density in the dining facility, VMI will also provide multiple seatings for each meal period that are further governed by staggered march downs for Breakfast Roll Call (BRC) and Supper Roll Call (SRC) and an extended lunch or Dinner Roll Call (DRC). Details regarding meal service during the fall semester are provided in TAB D (Food Service Operations) to APPENDIX 1 (Auxiliary Services) to ANNEX D (Administration and Logistics) and TAB D (Meal Formations) to APPENDIX 2 (Cadet Life) to ANNEX C (Operations) of this OPLAN.
- d. **Supporting Commands and Agencies.** The need to develop a unified and coordinated plan for higher education institutions to reopen for the academic year 2020-21 while ensuring the safety of our community, resulted in the formation of a subcommittee of the Regional Emergency Management Group to address the plethora of issues related to reopening. This organization, known as the Institutions of Higher Education and Regional Partners Subcommittee, is comprised of following state agencies and regional partners:
- 1) Virginia Department of Emergency Management, Region 6
 - 2) Central Shenandoah Department of Health (Virginia Department of Health regional office)
 - 3) Regional Emergency Management Group (Lexington, Rockbridge County, and Buena Vista)
 - 4) Carilion Stonewall Jackson Hospital and the Carilion Clinic, Roanoke
 - 5) Rockbridge Area Health Center
 - 6) City of Lexington
 - 7) Rockbridge County
 - 8) City of Buena Vista
 - 9) Washington and Lee University
 - 10) Southern Virginia University
 - 11) Virginia Military Institute

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Procedures

1. When a positive COVID-19 case is reported at VMI, the VDH representative will be notified as soon as possible (Amanda.mccomas@vdh.virginia.gov, (540) 290-3005, or after hours emergency phone number (866) 531-3068)
2. If VDH and VMI determine that increased testing on Post is required – VDH will assist in setting up a Strike Team to come to Post for mass testing
 - a. Coordinated by Emergency Management and VMI Infirmary and supported by designated agencies across Post.
 - b. All communication related to this process will be coordinated through VMI Communications and Marketing department.
3. If VDH and VMI determine that the Institute should be shutdown based on the following monitored conditions (APPENDIX 7 (VMI Shutdown Plan) to ANNEX C (Operations), Section 3. Execution):
 - a. Number of active cases on Post have reached VMI’s capacity for isolation and quarantine.
 - b. The number of active cases in the surrounding area have increased resulting in VDH issuing warning about the likelihood of a resurgence.
 - c. Augusta and Carilion Health facilities have notified county officials that their surge capacity is reduced or degraded.
 - d. The Governor has announced rising concern over the rate of increase in active cases in the state/region.
 - e. VDH recommends closing the Institute.
 - f. All communication related to this process will be coordinated through VMI Communications and Marketing department.
4. Corps of Cadet Process - Daily screening using the Livesafe App is mandatory and works hand in hand with the VMI Infirmary MEDICAT system.

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- a. At the start of each day, all Cadets will complete the Livesafe App screening survey. Follow on instructions are provided based on answers given in the survey.
 - b. When a positive COVID-19 case is reported in the Corps of Cadets, the VDH will be notified through the communicable disease portal on the VDH website and the VDH representative will be notified so that contact tracing can be initiated as required through the VDH contact tracer in conjunction with the VMI assigned tracer.
 - c. The VMI contact tracer and the VDH contact tracer will coordinate all information with the VMI Infirmary.
 - d. If a Cadet in quarantine becomes symptomatic, the individual will be tested and remain in quarantine until test results are available at which time the appropriate action will be taken
 - e. If a Cadet in isolation requires additional medical assistance, telehealth or in person appointment with scheduled with the VMI Infirmary. The VMI Infirmary is staffed 24-7.
5. Employee Process - Daily screening through the Livesafe App is mandatory.
- a. At the start of each day, all employees will complete the Livesafe App screening survey. Follow on instructions are provided based on answers given in the survey.
 - b. When a positive COVID-19 case is reported to VMI Human Resources and/or supervisor, the employee will be instructed to work through their primary care physician (PCP). The VDH designated POC will be notified so that contact tracing can be initiated as required through the VDH contact tracer in conjunction with the VMI assigned tracer.
 - c. Employees are required (1) to keep their supervisor and VMI Human Resources updated on their status and (2) submit a return to work recommendation signed by their PCP. This documentation will be reviewed by the VMI Physician for approval before the employee can return to work.
6. When a positive case is confirmed at VMI, a Post-wide email will be sent to the VMI Community, CSHD and external agencies as required. The Communications and Marketing department will be the lead agency for distribution in addition to updating the VMI website.
7. These processes provide the VMI COVID-19 Planning Committee and VMI Leadership a common operating picture across Post in addition to effective communication and coordination with CSHD and other external agencies.
8. Disclaimer: These procedures are subject to change as new information becomes available through the CSHD.
- e. **Assumptions.**
- 1) Widespread testing will most likely not be available at VMI for the start of the Fall 2020 semester.
 - 2) Production and distribution limitations will likely prevent vaccine availability to VMI until Spring 2021 semester at the earliest.
 - 3) There is strong interest among the Corps of Cadets to return to VMI for a residential experience.

- 4) National Collegiate Athletic Association (NCAA) and Southern Conference (SOCON) decisions will follow and be subject to VMI actions/decisions.
- 5) There will be cadets who test positive for the virus and who therefore will not be able to participate physically in classroom instruction while infected.
- 6) The COVID-19 Planning Committee will remain on call throughout the academic year in order to monitor current conditions, track and make recommendations on pending decisions, and be prepared to assist the Institute in transitioning to a wholly online program should conditions dictate.

The Regional Emergency Management staff initiated a weekly coordination meeting in March that is now bi-weekly to bring key stakeholders to the table through Zoom. An Institute of Higher Education and Regional partners subcommittee was formed and is meeting weekly. The committee focus is establishing effective communication, re-opening plans, local and regional (jurisdiction/emergency management and fire) coordination, and local health organizations coordination.

The committee membership is: Central Shenandoah Health District, Carilion Stonewall Jackson Hospital, Rockbridge Area Health Center, four IHEs to include medical staff (VMI, WLU, SVU, and DSLCC), and VDEM, Region 6. Mr. Greg Madsen, Carilion Stonewall Jackson Hospital CEO is a member of this committee.

All VMI cadets, employees, and contractors will receive orientation and education training as they arrive onto post. Follow-up training and enforcement will continue throughout the academic year. Training includes anti-stigma training. Student government organizations and their administrative supervisors will receive additional anti-stigma training to provide enforcement and oversight and health and welfare monitoring for cadet life aspects of VMI, as well as all VMI employees.

2. Mission. Commencing on 11 July 2020, VMI's cadets, faculty, staff, and employees return to Post and conduct modified activities in a COVID-19 influenced operating environment in order to continue to provide educated and honorable citizen-soldiers to the Commonwealth and the Nation. Be prepared to rapidly transition to a wholly online format in the event of a coronavirus resurgence.

3. Execution

a. Superintendent's Intent.

- 1) **Guidance and Intent.** This OPLAN, and the monumental level of effort it represents, must be governed by and support the unique mission of the Institute. We must remain focused on the Institute's mission and find ways to achieve it without compromising our principles.

The mission of the Virginia Military Institute is to produce educated, honorable men and women prepared for the varied work of civil life, imbued with love of learning, confident in the functions and attitudes of leadership, possessing a high sense of

public service, advocates of the American Democracy and free enterprise system, and ready as citizen-soldiers to defend their country in time of national peril.

With that in mind, my guidance to the COVID-19 Planning Committee was to develop a plan to execute the Fall 2020 semester in a COVID-19 influenced environment that focuses on the academic program and maintains the traditions of VMI to the extent possible. Specifically, the Institute must be prepared to operate under the constraints of required PPE, social distancing, and near constant cleaning and disinfecting while conducting in-person classes, Matriculation, a Ratline, physical training, formations, parades, and inspections. These, and many more of VMI's distinctive characteristics remain a part of the plan, but they will be different. Barracks life in general will be different. The conditions presented by this disease demand it. That is why this plan, while detailed, is also flexible enough to relax or tighten requisite mitigation measures when conditions dictate to ensure we accomplish VMI's mission.

Our top priority remains the health and safety of the entire VMI family, which is why we must establish a [“culture of compliance”](#) on Post. It is crucial to our success and our ability to stay open for the entire semester. We defined the VMI concept of a culture of compliance in the coordinating instructions of this plan because it applies to us all. In the process of protecting the health and safety of the VMI family and conducting a very different fall semester, we must also operate smartly and efficiently to ensure the continued financial viability of the Institute. Additional financial support from the State and Federal governments will likely be slow in coming, if it comes at all. It is more likely that we will face budget reductions over the next couple of years so we must take steps now, as part of this plan, to put VMI on solid ground financially for when those lean times come.

Our Fall 2020 focus is on executing the academic program. That academic program will not look like any in VMI's history; however, we must remain adaptable if we are to be successful. Virus mitigation measures will create a shortage of classroom space and limit the ability to conduct all of our fall course offerings in person. Therefore, the fall semester will be a mix of in-person, online, and hybrid classes. An essential element in this plan, and a primary reason for bringing cadets back for residential instruction on the Post, is to provide cadets in-person access to the VMI faculty and our various support systems. Our focus on academics, the shortage of classroom space, and the requirement to social distance will undoubtedly result in changes to the daily operating schedule at VMI. An updated General Order (GO) #1 will reflect those changes.

To protect the health and safety of the VMI family, preserve the financial viability of VMI, and focus on executing the academic program while preserving the traditions of the Institute, I directed the planning committee to develop and implement practical and enforceable standards, policies and procedures based on realistic, fact-based guidance and common sense. They have done so and this OPLAN captures those standards, policies, and procedures. It is imperative that the extended VMI family be

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familiar with them at the start of the fall semester to put us on the path to success from day one.

- 2) **End State.** In December following exams, I want to commence the winter furlough having provided our cadets the opportunity to successfully complete their academic semester with in-person access to faculty and staff. I also want to have successfully matriculated, trained and prepared the next class to join VMI's long ranks. Finally, I want to conduct our December commissioning and a combined commencement ceremony that provides all the pomp and circumstance that is befitting a VMI graduation, albeit within the constraints and restraints of the conditions at that time. I am confident that we – the whole VMI family – can and will come together to turn this incredibly challenging undertaking into a monumental achievement.
- b. **CONOPS.** VMI will utilize a five-phased approach for its Return to Post in Fall 2020: Phase I will be the return of NCAA cadet athletes; Phase II will be the return of cadet cadre and cadet matriculation support personnel; Phase III will be matriculation; Phase IV will be the return of the Old Corps; and Phase V will be start of the academic program. While the first four phases have distinct start dates, they will run concurrently at points throughout the month of August. The first four phases will be complete before we commence Phase V, perhaps with the exception of international cadets if U.S. State Department travel restrictions remain in place.
- 1) Phase I will commence on 11 July when RAT football players and the basketball team return for authorized NCAA activities. Also during this time (1 and 7 August), EMT cadets will return to complete their training and certification so they can support repopulating the Post and matriculation week. Phase I will end on 24 August with the return of the Cross-Country Team.
 - 2) Phase II will commence on 8 August with the first half of the cadre and matriculation support team returning and it will conclude on 10 August with the return of the second half.
 - 3) Phase III matriculation will occur on 15-16 August.
 - 4) Phase IV runs 25/26 August and includes the return of the Old Corps (upperclass cadets).
 - 5) Phase V commences on 27-28 August with registration. In-person, hybrid, and online classes will begin on 31 August. Phase V will end on 18 Dec after completion of final exams. Successful execution and completion of the academic program is the focus of effort during this phase. Key dates in Phase V include:
 - a) 27-28 August: Registration
 - b) 31 August: Classes Begin
 - c) 11 September: No Classes – Guest Speaker
 - d) 30 September: No Classes – Guest Speaker
 - e) 11 November: No Classes – Founders Day and Guest Speaker
 - f) 26 November: No Classes – State Holiday for Thanksgiving
 - g) 27 November: No Classes – State Holiday for Thanksgiving
 - h) 11 December: Last day of classes
 - i) 12 December: Reading Day
 - j) 14-18 December: Final Exams

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- k) 18 December: December Commissioning Ceremony
- l) 19 December: Commencement Ceremony (May & December Graduates)
- 6) Crozet Hall will resume limited operations in support of returning cadet athletes on 11 July.

c. **Tasks.**

- 1) **Academic Program.** The Fall 2020 academic program is VMI's focus of effort throughout Phase V. The intent behind bringing the Corps of Cadets back to VMI for the Fall 2020 semester is to maximize both the number of cadets in the classroom and the number of courses taught in person within the constraints and restraints presented by the presence of COVID-19. The requirement for virus mitigation measures, such as social distancing, plexiglass barriers between cadets and instructors, and facial coverings, will result in a reduction of classroom capacity. This will result in a mix of in-person, hybrid, and online instruction in the fall and, perhaps, into Spring 2021. Our initial priorities for in-person instruction are lab courses, the core curriculum leadership courses, and other experiential components of the curriculum. Finally, it is important to note that our teaching faculty is critical to VMI's success as an institution of higher education, and there are a number of our faculty who fall into the high-risk category for COVID-19. Therefore, in consideration for their health and well-being, we are giving them the choice to teach in-person, in a hybrid format, or online.
 - a) The Deputy Superintendent for Academics and Dean of the Faculty will implement the Fall 2020 academic program as detailed in APPENDIX 1 (Academic Program) to ANNEX C (Operations).
 - b) The Deputy Superintendent for Academics and Dean of the Faculty will develop and publish by 1 July 2020, a policy authorizing certain academic exceptions caused by the COVID-19 operating environment. These exceptions will address:
 - (1) Late return due to international travel restrictions;
 - (2) Late return due to a positive COVID-19 diagnosis or coming in contact with a COVID-19 infected person right before the scheduled return to Post.
 - (3) No return as a result of an underlying medical condition.
 - (4) Participation in the academic program for instructors and cadets diagnosed with COVID-19.
- 2) **Finance, Administration, and Support (FAS).** The many and varied entities that make up FAS are incredibly important to executing our Return to Post and much of their work has already begun. Initial orders of PPE and cleaning supplies have already been made but FAS is also responsible for ensuring sufficient quantities for all of the VMI Post for the entirety of the academic year. They have also already begun preparing social distanced classrooms. Additionally, everything from the Military Store's and QMD's support to matriculation, to how meals are served in the dining facility, to how our custodial staff cleans and disinfects our facilities will be different this year and will be critical to our success. The details of all those activities and more are included in ANNEX D (Administration and Logistics) to this OPLAN.
 - a) The Deputy Superintendent for Finance, Administration, and Support will implement the Fall 2020 logistical support plan as detailed in Annex D (Administration and Logistics).

- b) The Deputy Superintendent for Finance, Administration, and Support will develop and make recommendations on maintaining VMI's financial viability in these unprecedented times of severely restricted operating budgets.
- c) **Auxiliary Services.** All of VMI's auxiliary services will be available to support the VMI Community (cadets, faculty, staff, and employees) throughout the Fall 2020 semester. The changes to the day-to-day operations of our Auxiliary Services are captured in TABS A-F to APPENDIX 1 (Auxiliary Services) to ANNEX D (Administration and Logistics) to this OPLAN.
- d) **Post Infirmary.** The Institute Physician and our VMI Infirmary team will be critical to successful completion of the Fall 2020 semester. They will oversee the COVID-19 screening of all returning and new cadets at the beginning of each of the first four phases of the OPLAN. The Institute Physician and his staff will be responsible for supervising the isolation of any cadets diagnosed with COVID-19 and the quarantining of any cadets determined through contact tracing, to have had close contact with an infected person. Finally, the Institute Physician and his staff, in coordination with Human Resources and Emergency Management, will develop COVID-19 training to be completed by the entire VMI community upon return to Post. Complete details of the medical reception and screening, as well the remainder of the Post Infirmary's responsibilities can be found in ANNEX Q (Medical Services) of this OPLAN.
- e) **Human Resource Office.** VMI's Human Resource Office has the task of staying abreast of federal and state employment laws as it relates to emergency leaves, HIPAA compliance, the Americans with Disabilities Act, and the Age Discrimination Employment Act. They will also develop and implement the state employee return to work plan and the required COVID-19 training and education package. The Human Resources Office will also serve as a member of the COVID Intake Committee while executing the plethora of non-COVID related "routine" duties. Details of the Human Resource Office's duties and responsibilities for this fall are included at APPENDIX 2 (Human Resources) to ANNEX D (Administration and Logistics) of this OPLAN.
- f) **Physical Plant.** VMI's Physical Plant is a microcosm of the larger FAS department. As such, embedded in it are many of the engines that will keep VMI operational during the challenges of the upcoming fall semester. Physical Plant commodities such as maintenance, custodial services, HVAC, motor pool, contracting, lock shop, and the engineering group are all critical to our success and their responsibilities are captured in the appendices and tabs of ANNEX D (Administration and Logistics).
- g) **Post Emergency Manager.** VMI's Emergency Manager is a key link to the Virginia Department of Health, the Virginia Department of Emergency Management, City of Lexington and other interagency entities that will keep VMI fully apprised of COVID-19 related conditions in the Commonwealth, as well as the rest of the nation. The Emergency Manager will also work very closely with the Institute Physician to track and mitigate any potential COVID-19 threat on Post. Details of this effort are included in APPENDIX L (VMI Emergency Management and Interagency Coordination) to ANNEX C (Operations) of this OPLAN.

- 3) **NCAA Athletics.** VMI anticipates being able to host and travel to participate in NCAA competitions in football, soccer, rifle, cross country, basketball, swimming/diving, and wrestling during the Fall 2020 semester. Details regarding the competitions and spectators are included in APPENDIX 3 (NCAA Activities) to ANNEX C (Operations) of this OPLAN.
 - a) The Athletic Director will implement the Fall 2020 NCAA program as detailed in Appendix 3 (NCAA Activities) of Annex C (Operations).
 - b) The Athletic Director will stay abreast of emerging NCAA changes and be prepared to implement on short notice.
- 4) **Cadet Life.**
 - a) As mentioned previously, virtually all aspects of the VMI experience require modification in order for the Institute to allow cadets to return to Post and for our faculty to provide in-person classes. Some of the most visible and most treasured of those activities take place in the Barracks and/or fall within the purview of the Commandant of Cadets and his staff. The VMI Ratline, military duty (formations, parades, inspections, physical training, and etc.), and Barracks life in general will be different during the Fall 2020 semester and academic year in general.
 - b) Some of the more significant changes that cadets should anticipate include:
 - (1) earlier reveille and taps necessitated by extended and spaced meal hours;
 - (2) restrictions on visitation in Barracks to limit the spread of COVID-19;
 - (3) a ban on large gatherings (stoop training and instruction);
 - (4) increased noise restrictions during the day to facilitate academic study due to the shortage of classroom space caused by social distancing;
 - (5) efforts to limit shower usage to scheduled times and to reduce density in confined areas where cadets tend to congregate; and much more.
 - c) Changes to this key aspect of the VMI experience are captured in APPENDIX 2 (Cadet Life) to ANNEX C (Operations) to this OPLAN and every VMI cadet is highly encouraged to read it before returning to Post.
- 5) **Post Security**
 - a) On direction from the Deputy Superintendent for Finance, Administration, and Support, the VMI Police are responsible for managing the flow of traffic (both pedestrian and vehicular) on and through the VMI Post to limit congestion during this period of vulnerability. Should it become necessary, they will also be responsible for securing and eventually closing the Post to all outside traffic.
 - b) Understanding current COVID-19 conditions is critical to making many of the decisions that are key to a successful fall semester. VMI's Director of Emergency Management, as a member of the Institutions of Higher Education and Regional Partners Subcommittee, has access to key indications and warning data that will allow VMI to continuously track COVID-19 conditions from the local to the national levels. As such, the Emergency Manager will serve as a key advisor to the VMI administration for making COVID-19 conditions-based decisions. In consultation with the Institute Physician and the VMI Police he will make recommendations for securing the Post through both physical and procedural means.

d. **Coordinating Instructions.**

- 1) **A Culture of Compliance** in this instance means that the entire VMI community has accepted the COVID-19 induced changes to daily operations as a new VMI norm (i.e. usual, typical, or standard). As such, they willingly participate in the measures that make VMI safer while the pandemic is a threat. As with any cultural norm, there will be corrections when individuals violate these norms. As everyone adjusts to these new norms, infractions and reminders will become less frequent. To be effective and truly establish a culture of compliance, every cadet, faculty, staff, and employee must take on the responsibility to civilly police themselves and other members of the VMI community. Habitual offenders will face more formal corrective action within the parameters of the cadet blue book and human resources policies and directives. When the Post is opened to visitors and guests, they will be asked to participate in these norms through notifications on the VMI website and strategically placed signage along ingress routes to the Post. Our new norms include:
 - a) Cadets will wear a facial covering anytime they are outside their assigned barracks room. The only current exception to this rule is during physical training.
 - b) All faculty, staff and employees must wear face coverings indoors whenever they are in VMI common areas (e.g., hallways, classrooms, study spaces, recreational facilities, work/office spaces, elevators, restrooms, retail spaces & etc.) or any other areas where it may be difficult to maintain a minimum proper social distancing from others.
 - c) When outdoors and not engaged in physical training, facial coverings must be worn at all times throughout the VMI Post.
 - d) These new norms also apply to social distancing. Social distancing will be applied throughout the Post in every location except in cadets' assigned rooms. Roommates are considered a "family unit" and while social distancing is recommended, it is understood that it is not always possible.
 - e) Everywhere else on Post, members of the VMI family, visitors and guests, are expected to adhere to social distancing as described in visible signage and defined during the COVID-19 training that is provided to everyone at the start of the semester.
 - f) Finally, cleaning and disinfecting is an individual responsibility and must become second nature to everyone. This means not only washing your hands frequently and vigorously, but also routinely cleaning flat surfaces and high touch objects. It means faculty, staff, and employees are required to wipe down exercise equipment after using it just like cadets do.
 - g) Making these few simple rules our new norm will – as the Superintendent said in his [intent](#) – ensure VMI's success and ability to remain open with in-person classes for the entire fall semester despite the threat of COVID-19.
- 2) All returning cadets shall go through medical reception and screening before entering any VMI facility. This includes athletic facilities, the Barracks, academic buildings, and the Post Exchange. All VMI facilities are off-limits until completion of the medical reception and screening.
- 3) All departmental workspaces and classrooms should be reorganized or reconfigured (e.g., no use chairs removed or taped off) to comply with established social distancing requirements.

- 4) All department heads, directors, and/or building managers will develop a traffic flow/management plan for their areas of responsibility to limit close personal contact, ensure smooth transition between classes and activities, and prevent the congregation of cadets, faculty, staff, and employees. Similarly, the Institute Planning Office, in coordination with the VMI Police and the Physical Plant will review and revise vehicular traffic patterns as necessary on Post.
- 5) Institute travel for official business is restricted until further notice. Travel deemed essential by a department head must be justified and approved by the appropriate senior executive prior to executing travel.

4. Sustainment

- a. **Concept of Sustainment.** ANNEX D (Administration and Logistics) provides details on how the many and varied entities of the Finance, Administration and Support department will support the Institute in this effort.

Sustainment of the fall semester in this new environment will exacerbate old challenges with respect to personnel shortages and create new challenges related to finding time to accomplish new and additive tasks. Department Heads, Directors, and Supervisors must pay close attention to these challenges to ensure the administrative and logistical requirements within their areas of responsibility are met while also ensuring the health and safety of their personnel. This environment may require all of us to undertake duties and responsibilities that are not normally part of our position descriptions. A successful semester depends on adaptability, flexibility and support for the overall plan by every member of the VMI community.

- b. **Personnel.**

- 1) If any VMI employee or their family members are diagnosed by competent medical authority as having contracted COVID-19, the VMI member (faculty, staff, and employee) must contact Major Ellie Kania, Interim Human Resources Director at (540) 464-7159. Identities will be kept confidential; however, there are state reports that must be filed and protocols that must be followed.
- 2) The Institute Physician will report cadets diagnosed with COVID-19 and those subsequently quarantined in accordance with Commonwealth requirements.

- c. **Public Affairs.** Refer to Annex F.

- d. **Health Service Support.** Refer to Annex Q.

5. Command and Control

- a. **Command.** Command relationships at the Virginia Military Institute remain unchanged.
- b. **Reports.** Additional reporting requirements are addressed in ANNEX R.

J.H. Binford Peay III
General, U.S. Army (Retired)
Superintendent

Annexes:

C – Operations

D – Administration and Logistics

F – Communications & Marketing

K – Information Technology

L – VMI Emergency Management and Interagency Coordination

Q – Medical Services

R – Reports

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ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

1. **Situation.**

- a. General. Refer to Base OPLAN.
- b. Special. The natural tension that exists in VMI's adversarial education model between the curricular, co-curricular, and extra-curricular aspects of that model will be exacerbated by the COVID-19 operating environment. This tension requires a well-organized, comprehensive plan developed with consideration of the many second and third order consequences that a change in one aspects has on the others while also including a heavy dose of flexibility.
- c. Constraints, Restraints, & Limitations Refer to Base OPLAN.
- d. Risk. Daily operations at VMI includes an incredible number of moving parts. While this plan was developed by planners with many years of experience at VMI, the risk we will face are the unknown unknowns. These unknowns include the things we didn't see coming because we are dealing with a new disease about which even the experts are still learning. Adaptability and flexibility responding to those unforeseen risks are crucial to a successful fall semester.
- e. Specific Areas of Concern. Refer to Base OPLAN.
- f. Assumptions. Refer to Base OPLAN.

2. **Mission.** Refer to Base OPLAN.

3. **Execution.**

- a. Scheme of Support. Execute the plan as detailed in appendices of this annex with a strong emphasis on communications and information sharing.

4. **Sustainment.** Sustainment in the traditional sense (i.e., logistical needs) will be accomplished by Finance, Administration, and Support and is detailed in ANNEX D (Administration and Logistics). Sustainment of this effort will be accomplished through the COVID Planning Committee. This committee will continue to meet weekly throughout the fall semester, and likely the entire academic year, to ensure all elements of the VMI community have a common operating picture and are prepared to tighten up or relax COVID mitigation measures based on conditions.

5. **Command and Signal.**

- a. COL Gary Bissell, Institute Operations Officer, serves as the Chair of the COVID Planning Committee.
- b. COL Jeff Boobar, Institute Inspector General, serves as the Co-Chair of the COVID Planning Committee.
- c. Reports. Requisite COVID reporting with respect to daily operations will be accomplished through the weekly planning committee meetings.

APPENDIX 1: Academics

APPENDIX 2: Cadet Life

APPENDIX 3: NCAA Activities

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APPENDIX 4: Matriculation Plan
APPENDIX 5: GO#1 Revised for COVID-19
APPENDIX 6: Decision Support Matrix
APPENDIX 7: Shutdown Plan

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APPENDIX 1 (Academics) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

1. **Situation.**

- a. General. *Refer to Base OPLAN.*
- b. Special. The Superintendent's focus for the fall semester is the academic program. VMI will resume on-Post instruction in Fall 2020; however, the coronavirus pandemic and its associated unknowns mandate prudent planning. This focus means ensuring the health and safety of the entire VMI community in the process of delivering as many in-person courses as possible, while also adhering to applicable federal, state, and local directives and public health protocols related to social distancing, personal protective equipment, and sanitization/cleaning. It also means prioritizing courses for classroom (in-person) instruction and providing the remainder in a hybrid or online format. The unknowns associated with the pandemic and the widespread belief that COVID-19 will make a resurgence in the fall require preparation for efficient transition to a wholly online format on short notice.

The entire Corps of Cadets will return to Post this fall, with classes beginning on 31 August 2020. The semester will commence with adherence to federal, state, and local directives and guidelines in terms of scheduling and space configuration. Within those guidelines, VMI will establish social distancing parameters with appropriate mitigation measures (e.g., facial coverings and plexiglass barriers) to allow the faculty to maximize in-person classes. Summer planning for fall courses must include provisions for a seamless pivot to wholly online delivery should circumstances preclude the ability to meet in person. At the same time, should conditions improve and guidelines permit, faculty will be prepared to make adjustments to permit more classroom instruction. At least initially, the Post will be closed to outside visitors and guest not fulfilling an essential function. In-person guest lectures or academic trips off-Post will not be permitted until further notice.

c. Constraints, Restraints, & Limitations.

- 1) Constraints (Must do).
 - a) Plan for a standard 15-week academic schedule delivered during the academic day as outlined in COVID-19-revised GO #1 (Operating Rules for the Institute).
 - b) The fall schedule will be delivered primarily utilizing existing coded instructional spaces.
 - c) Room capacities will be modified based on recommended social distancing guidelines. Additional spaces on Post may be made available for academic purposes by exception.
 - d) Faculty must prepare syllabi and instructional materials capable of seamless conversion to wholly online instruction in the event pandemic conditions preclude classroom instruction.
- 2) Limitations / Specific Areas of Concerns.
 - a) Appropriate designated place for each cadet's academic workspace (preferably outside barracks) – could be shared with one other cadet, with sanitation between uses. Given the demand for workspace with online course requirements, we

recommend Barracks, at least Monday through Friday during the academic duty day, be designated a quiet zone.

- b) Appropriate technology for synchronous online teaching for faculty who would want to use a classroom – e.g., cameras, microphones, large monitors.
- c) Appropriate technology for cadets engaged in online synchronous learning – e.g., headphones, microphones, personal computer with cameras.
- d) Enhanced technical support – departmental administrative assistants will be cross-trained to provide this capability when required.

d. Assumptions.

- 1) There will be cadets who are exposed to or test positive for the virus and therefore will not be able to partake of in-classroom instruction during their isolation or quarantine period, either initially or at some point during the semester.
- 2) Cadets will require access to space and technology, which may or may not be available, to enable online engagement with faculty, either synchronously or asynchronously.

2. **Mission.** The VMI faculty will conduct the Fall 2020 academic program on-Post in a COVID-19 influenced operating environment in order to continue to provide educated citizen-soldiers to the Commonwealth and the Nation. Academic policies and regulations will be modified as necessary to ensure accomplishment of this mission. The faculty will be prepared to rapidly transition to a wholly online format in the event of a coronavirus resurgence.

3. **Execution.**

a. Deputy Superintendent for Academics and Dean of the Faculty Intent.

- 1) It is my intent to maximize in-person classes to the extent possible given the current conditions presented by the presence of COVID-19. To accomplish this objective means changing the educational paradigm that has existed at VMI for at least as long as I have been a member of this faculty. To assist all faculty and staff engaged in the academic program to making these shifts, I offer the following guidance:
 - a) There will be faculty who cannot teach in-person in Fall 2020 due to health considerations and we will accommodate them in the best way we can to ensure their safety while still providing their courses to our cadets. This will likely be in an online format.
 - b) Based on the spring inventory and survey of academic spaces, we know there is insufficient classroom space that can be configured to offer all fall courses in person in compliance with social distancing requirements. Therefore, for the first time ever, VMI will offer online courses to resident cadets during this academic year in order to ensure course availability.
 - c) Labs, core curriculum leadership courses, activity courses, and other experiential courses with learning objectives best pursued in person will receive priority for instructional space. Department heads will recommend priorities within these parameters.
 - d) Based on the spring inventory and survey, as well as the above guidance for prioritization of in-person classes, the fall schedule will require centralized

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revision to align available space with instructional mode (in person, hybrid, or online).

- e) Among the anticipated changes to GO #1 (Operating Rules for the Institute) and the academic day are the restoration of the MWF 1100 and 1200 hours for additional academic instruction to free up additional classroom space in Kilbourne Hall.
 - f) Hybrid options, providing for at least one weekly in-person meeting between a cadet and their professor, will be encouraged as an alternative to all online instruction. (Beyond this basic description, VMI will not attempt to define “hybrid.”) The hybrid mode recognizes the importance of even occasional in-person contact between the professor and cadet when a full-time in-person teaching and learning are not possible.
 - g) Wholly online courses will be delivered synchronously during the regular academic schedule. Exceptions will be approved by the Dean.
- b. Scheme of Support.
- 1) Department Heads will recommend to the Dean a prioritization of classroom space based on the criteria listed in the Dean’s guidance and intent above. At the same time, they will submit a rank-ordered list of other courses in their curriculum that they would recommend scheduling in person, or with an in-person hybrid component, given available space. In the latter case, the department head will need to specify space and technology requests for the hybrid model that the faculty member envisions. The remainder of the academic program will be executed online.
 - 2) The Registrar, in consultation with the Associate Dean for Academic Affairs, will revise the pre-registered Fall 2020 master schedule according to Department Head priorities, maximizing available space and time to schedule courses in person. While we will attempt to adhere as closely as possible to the established schedule, it is likely that sections will be moved to other locations and, in some instances, other times. Department Heads will be authorized to rearrange teaching assignments in response to the centralized scheduling effort, but once a course is scheduled for a particular time and instructional mode, it will be the Department Head’s responsibility to ensure that it is staffed.
 - 3) Academic support and enrichment programs will continue to provide in-person services to faculty and cadets when practical or required. That said, all will utilize a by appointment only process to schedule in-person meetings in order to reduce density in these spaces and ensure proper social distancing.
- c. Tasks.
- 1) Department Heads
 - a) Determine priorities for in-person courses for Fall 2020, as indicated above.
 - b) Rank-order remaining courses to facilitate centralized scheduling into available in-person classrooms.
 - c) Determine which faculty will teach in-person and which will teach in a hybrid or wholly online context. Ensure that faculty who will teach wholly online have been cleared through the Human Resources approval process.

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- d) Ensure that faculty have adequate technology, personally and in the classrooms where they teach, to facilitate hybrid instruction if necessary.
 - e) Brief faculty teaching in-person on protocols requiring that cadets sanitize horizontal desk surfaces prior to taking their seats with provided disinfecting wipes.
 - f) Require and collect faculty reports of cadet assigned seating in the classroom to assist with contact tracing.
 - g) Develop a plan for covering courses taught by COVID-19 exposed or infected faculty who become unable to fulfill their duties.
 - h) Ensure all departmental faculty are prepared to rapidly transition to a wholly online format on short notice should a coronavirus resurgence occur.
 - i) Ensure all course syllabi are updated to reflect delivery methods to be used for Fall 2020. Pay special attention to attendance, participation, assessment, and honor system.
- 2) Academic Support and Enrichment Directors
- a) Develop a protocol/process for “by appointment only” interaction with cadets if required.
 - b) Publish that protocol/process on the website and office/center/lab doors and disseminate in other mediums known to cadets.
 - c) Continue in-person services to the extent practical, consistent with current COVID-19 guidelines.
 - d) Develop daily cleaning protocols for office personnel and cadet visits.
 - e) Be prepared to transition to all virtual services on short notice should a coronavirus resurgence occur.
- c. Coordinating Instructions.
- 1) The academic day will run from 0800-1630 Monday through Friday. This change is to accommodate the extension of time between classes to 15 minutes to allow for orderly ingress and egress in academic buildings and sanitation of classrooms between CPs.
 - 2) All faculty and staff must wear face coverings in accordance with CDC guidelines whenever they are in VMI indoor common areas (e.g., hallways, recreational facilities, work areas, elevators, restrooms, retail spaces) or any other areas where it may be difficult to maintain a minimum six-foot distance from other persons.
 - 3) All faculty will teach from behind the plexiglass barriers in the classrooms and may remove their facial coverings while behind the barrier to better articulate class material.
 - 4) Faculty will monitor and enforce cadet use of face coverings in accordance with VMI and public health guidelines, whether in classrooms or in common areas.
 - 5) Faculty and cadet section marchers will enforce the requirement for all class members to wipe down their desktop and chairs before taking a seat in the classroom.
 - 6) All faculty will require and enforce assigned seating in their courses in order to assist with contact tracing. Cadet section marchers will assist with enforcement.
 - 7) All departmental workspaces and classrooms shall be reconfigured to comply with social distancing requirements.

- 8) All supplemental spaces (not currently coded as instructional space) identified during the post-wide inventory has been approved for use as academic space. These spaces will be assigned as academic space as needed during the centralized scheduling process.
 - 9) All department heads and directors will ensure COVID-19 exposed or infected personnel in their charge are reported to Human Resources in accordance with the established protocol.
 - 10) All Fall 2020 courses must be prepared for immediate conversion to online delivery (in the event of a resurgence) by the first day of classes.
 - 11) All teaching faculty are required to complete the two-course CANVAS workshop developed and offered collaboratively by Preston Library and IT before 15 August 2020. Use of the new CANVAS template is mandatory for all courses in Fall 2020.
 - 12) All faculty and staff are encouraged to take advantage of the plethora of free online offerings for designing professional and engaging online courses/distance learning. Teaching faculty should contact the Associate Dean for Academic Affairs about possible support for professional development.
 - 13) Academic travel is restricted until further notice, in accordance with state guidelines.
 - 14) In-person guest lecturers are not authorized for the Fall 2020 Semester.
4. **Sustainment.** As a result of centralized scheduling, there are no departmental “owners” of academic spaces. Therefore, custodial teams (i.e. Physical Plant) will be responsible for inventorying cleaning supplies in classrooms on a daily basis and replenishing them as required.
5. **Command and Signal.**
- a. Command. There are no changes to the command structure within the academic program.
 - b. Reports. The Office of the Dean requires routine academic year reports be submitted through normal channels that include:

BG Robert W. Moreschi, Deputy Superintendent for Academics and Dean of the Faculty
COL Robert L. McDonald, Associate Dean for Academic Affairs
CAPT Michael J. Sebastino, Associate Dean for Administration and Planning

TAB A: Academic Exceptions due to COVID-19
TAB B: Academic Support Programs

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TAB A (Academic Exceptions due to COVID-19) to APPENDIX 1 (Academics) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

1. The COVID-19 pandemic has the potential to negatively impact VMI's Fall 2020 academic program for a number of cadets in several different ways.
 - a. Different parts of the country are seeing spikes or resurgences at different times and it is possible a cadet could be infected just prior to their scheduled return to VMI.
 - b. Given the current international travel restrictions, both here and abroad, it is likely that some or all of our international cadets will not be able to get back to VMI at the scheduled start of the semester.
 - c. Additionally, there is a greater than zero probability that a member of the VMI community (cadet, faculty, staff, employee), a contractor, or a member of the local Lexington community might inadvertently introduce the virus to the VMI Post thereby causing the infection of faculty, staff, or cadets.
 - d. Finally, there is also a strong probability – according to public health experts – that there will be a resurgence of the virus this fall.
2. Based on these potential circumstances, prudent planning for the fall semester requires VMI to develop contingencies and policies that facilitate a smooth and effective response when these situations arise. This document describes three policy adjustments to be implemented on an as needed basis throughout the Fall 2020 Semester. Specifically, this document addresses:
 - a. A late return policy for cadets impacted by COVID-19 in one of the ways described above: **(Late Return Policy)**
 - b. Options for cadets advised by competent medical authority not to return to VMI due to underlying health conditions that may put them in the high-risk category for COVID-19. **(No Return Policy)**
 - c. Continued participation in the academic program for cadets diagnosed with COVID-19 or having come in close contact with someone infected with the disease after their return to Post. **(Quarantine and/or Isolation Policy)**
 - d. Other potential reasons for an exception to current academic regulations and policies will be addressed on a case-by-case basis by the Deputy Superintendent for Academics and Dean of the Faculty.
3. The following describes the procedures for enacting an exception to current regulation or policy that are covered by this document.
 - a. VMI will establish a COVID EXCEPTIONS email account. This email account will be monitored by a committee comprised of a representative of the Deputy Superintendent for Academics and Dean of the Faculty (Dean), a representative of the Commandant of Cadets, a representative of the Institute Physician, and a representative from the Registrar's office.
 - b. Any cadet impacted in a manner described above will send an email to the COVID EXCEPTIONS email account explaining the circumstances and requesting the appropriate relief as described in this policy.
 - c. The committee will review the emails. If the request is complete (as established under each policy type below), the committee will forward the request to the appropriate

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- cognizant authority (i.e., Institute Physician, Director OIP, Commandant of Cadets, Athletic Director, or all of the above) for review and recommendation.
- d. Upon review of the request, the appropriate authority will return the request to the committee with a recommendation for approval or disapproval.
 - e. The committee will then consult and make a recommendation to the Dean.
 - f. After receiving the Dean's reply, the committee will notify the cadet, the Dean's Office, the Commandant's Office, the Registrar, and the Athletic Department (if an NCAA athlete) of the Dean's decision. If the decision impacts the cadet's academic program, the Registrar will notify the cadet's academic Department Head.
 - g. Orders will be issued for any cadet who is approved for medical or late return, with the anticipated date of return.
 - h. Cadets who do not return to VMI for Fall 2020 as a result of medical concerns will be required to file a Return from Leave form when they are medically cleared for return.
 - i. Room and board, as well as other associated fees, will be pro-rated to include only the time the cadet is present at VMI.
4. It is also important to note that these policy and regulation adjustments are in effect only while COVID-19 is a threat to VMI's standard operating procedures. Once it is determined that the virus is no longer a threat, a letter rescinding this policy will be released by the Office of the Dean.
5. Policy Changes
- a. **Late Return Policy**
 - 1) There are multiple reasons a cadet may not be able to return to VMI for the start of the academic year. These reasons include:
 - a) A cadet comes in contact with a person known to have COVID-19 and must self-quarantine at their home of record for the CDC recommended 14-days of quarantine.
 - b) A cadet contracts COVID-19 within 14 days of scheduled return to VMI and is subject to the CDC recommended 14-days of isolation.
 - c) International cadets, because of US and international travel restrictions, are unable to return to the U.S. to commence the academic year.
 - 2) The three reasons listed above are legitimate reasons for requesting a waiver of the requirement to be present on Post for the start of the academic year. Requests citing one of these reasons and providing appropriate documentation will be authorized to report late.
 - 3) Authorized late return means the following:
 - a) The cadet(s) must participate in their academic program in an online format and stay current with all requirements for the courses in which they are registered.
 - b) Faculty with classes in which cadets have been authorized late return are responsible for ensuring those cadets are apprised of class expectations for the online format and have access to the course material.

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- c) Once the quarantine or isolation ends – or travel restrictions are relaxed for international cadets – the affected cadets will return to VMI via the most expeditious means and join their classes on Post.
 - d) The Institute Physician will determine if international cadets require quarantine upon arrival at VMI. If it is required, then paragraph C. below (**Quarantine and/or Isolation Policy**) applies.
- 4) Procedures for requesting late return.
- a) In the case of cadets that contract COVID-19 or come in close contact with a COVID-19 infected person just prior to their scheduled return, the affected cadet will send his/her request to report late to the COVID EXCEPTIONS email account. The request will include the following:
 - (1) Full Name
 - (2) Class
 - (3) Academic Major
 - (4) Reason for request (i.e., infected or in-close contact with someone infected)
 - (5) Date diagnosed or told to self-quarantine
 - (6) A letter from the competent medical authority that diagnosed the cadet with COVID-19 or the person authorized to direct the cadet to quarantine himself/herself confirming the diagnosis and/or requirement for isolation/quarantine. The letter should also include the recommended date of termination of the isolation/quarantine.
 - b) In the case of an international cadet who cannot return due to travel restrictions, the cadet follows the same procedures as detailed in paragraph 4.a. above. In this instance, the request should contain the following:
 - (1) Full Name
 - (2) Class
 - (3) Academic Major
 - (4) The conditions either in their country or in the U.S. that are restricting their ability to return to VMI on time.
 - (5) When the cadet thinks, or has been advised, the restrictions will be relaxed
- b. **No Return Policy**
- 1) The possibility exists that there are VMI cadets who possess an underlying medical condition that places them in the high-risk category should they contract COVID-19. In those cases, the cadet(s) may elect not to return to VMI for the Fall 2020 Semester.
 - 2) In these cases, VMI will offer one of three options to those cadets.
 - a) Option #1: Remain at home and participate in VMI classes in an online format.
 - b) Option #2: If the cadet intends to return to VMI after the fall semester (if/when conditions permit), they may remain at home, commute to a local college or university and then transfer pre-approved credits to VMI. NOTE: This option will not count as a semester in residence towards VMI's six semester residency requirement and could affect receipt of federal financial aid.
 - c) Option #3: Sit out a semester on an approved VMI leave of absence.

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- 3) To request one of these three options, cadets should submit a written request via email to COVID EXCEPTIONS account. The request should include:
 - a) Full Name
 - b) Class
 - c) Academic Major
 - d) The preferred option
 - e) A letter from a competent medical authority stating that the cadet has an underlying medical condition that puts him/her in the high-risk category should the cadet contract COVID-19 and it is the medical authority's recommendation that the cadet not return to VMI for the Fall 2020 semester.
- 4) Cadets who choose to attend another school while on an approved leave are responsible to coordinate with their academic Department Head and adviser to work out an appropriate plan of study. A completed transfer credit form along with course descriptions (if Option #2 is requested) must be submitted and pre-approved to assure transferability.
- 5) Approval of Option #1 means the cadet(s) must participate in their academic program in an online format and meet all expectations with respect to attendance and course requirements to receive academic credit.
- 6) Faculty with classes in which cadets have been authorized to participate online are responsible for ensuring those cadets are apprised of class expectations for the online format and have access to the course material.

c. **Quarantine and/or Isolation Policy**

- 1) If a cadet becomes infected by COVID-19, or is determined to have had close contact with an infected individual after returning to the VMI Post, they will be required to be isolated (infected) or quarantined (close contact with an infected person).
- 2) Only the Institute Physician can direct isolation or quarantine of a VMI cadet. The recommendation for quarantine may originate with either the Virginia Department of Health or VMI contact tracing teams, but the "order" to quarantine will come from the Institute Physician to ensure proper tracking of who is in an isolation or quarantine status.
- 3) The Post Infirmary will utilize their normal administrative procedures as any other GIM assignment for cadets directed to isolate or quarantine. The Institute Physician will notify the Commandant, the Dean, and the Athletic Department (if a NCAA athlete) after making the assignment. The Dean's office will notify the Department Head and the Registrar to the change in instructional format if the isolation or quarantine results in a change from in-person to online classes.

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- 4) Cadets directed to isolate or quarantine will continue to participate in their academic program via an online format. The exception to this requirement is if the symptoms are so severe that the cadet cannot participate. As with the Late Report Policy, faculty with classes in which cadets have been directed to isolate or quarantine are responsible for ensuring those cadets understand the expectations for online participation and have access to the course material.
- 5) In these cases, it is advisable for the Department Head and Academic Advisor to ensure that the affected cadets possess the required tools to participate in online classes. The requirement is a Wi-Fi capable laptop with the capacity to participate in synchronous classes. If the cadet does not have a laptop, they (the cadet) should coordinate with VMI's Information Technology Department to temporarily borrow (temp loan) one for the two-week period. The recommended equipment is a pair of noise cancelling headphones with an integrated microphone that will facilitate participation in the class.
- 6) In the event the isolation or quarantine period occurs during testing periods, whether routine semester tests, midterms, or final exams, Department Heads, with concurrence of the Dean, may authorize the exam in an "in person" course to be taken online or re-schedule the test, midterm, or exam so that the cadet can take it in-person.

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TAB B (Academic Support Programs Operations) to APPENDIX 1 (Academic Program) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

VMI's Academic Support Programs are designed to facilitate our cadets' successful completion and enrichment of their academic program. The programs and the services they provide will remain available throughout this modified operating period.

Actions common to all Support Programs

- Cleaning: frequent cleaning/wipe down of flat (desks & tables) and frequently touched (door knobs) surfaces in accordance with published VMI & public health protocols.
- Cadet Interaction.
 - In-person meetings are still possible with proper mitigation with facial coverings and/or social distancing.
 - Cadet interaction can also take place virtually utilizing pre-coordinated appointments via Teams or other approved virtual tools.
 - Facial coverings required by all participants: faculty, staff, tutor, cadet.
 - Cadets are asked to use hand sanitizer before entering advising offices.
- Reception.
 - Chairs and tables removed – or marked as out of service – to ensure visitors meet established social distancing protocols.
 - Removal of reading materials and any other high touch or community use items.
- Office changes.
 - Furniture adjusted to provide space for social distancing.
 - Cleaning after each cadet visit.
- Alternate work shifts between remote and in-person.
 - When feasible, and based on demand, alternate working hours to lower density in the athletic advising offices will be utilized.
- Continue to prepare and refine procedures for a potential transition to wholly online services.

Preventive measures provided in each office, center, and/or lab

- Hand sanitizer dispenser outside entrance to offices.
- Disinfecting wipes and/or spray and towels.
- Hand sanitizer bottles for common areas.

PPE requirements – in accordance with the base OPLAN.

- All staff will need to use facial coverings – at a minimum – when interacting with cadets, faculty, and staff. If sharing a keyboard or other items, gloves may also be worn.

Training & Education

- All academic support programs will advertise their offerings and revised procedures to faculty, staff, and cadets through their website, social media accounts, email blast, and signage in building.
- All academic support programs will distribute COVID-19 “factsheet” to faculty, staff, and cadets to reduce anxiety, rumors, and false perceptions.

1. CENTER FOR CADET COUNSELING AND OFFICE OF DISABILITY SERVICES

- See APPENDIX 1 (Center for Cadet Counseling and Office of Disability Services) to ANNEX Q (Medical Services)

2. ATHLETIC ADVISING

Revised Procedures

- No walk-ins
- By appointment only, if personal interaction is required (cannot be addressed virtually)

3. CAREER SERVICES

Revised Procedures

- No physical walk-ins; however, Career Services will offer virtual walk-in appointments via Teams. No appointments necessary, log on and a member of the Career Services staff will be available to assist.
- By appointment only, if personal interaction is required (cannot be addressed virtually)
- Career Services is also prepared to host online/virtual workshops and mock interviews.

4. MATH EDUCATION RESOURCE CENTER (MERC) / OPEN MATH LAB (OML)

Revised Procedures

- No walk-ins
- The OML prefers to continue in-person tutoring; however, to reduce congestion we request cadets make an appointment.

5. MILLER ACADEMIC CENTER (MAC)

Revised Procedures

- No walk-ins
- By appointment only, if personal interaction is required (cannot be addressed virtually)

6. OFFICE OF INTERNATIONAL PROGRAMS (OIP)

Revised Procedures

- OIP has suspended international military exchanges for Fall 2020 with Salford (UK), St. Cyr (France), Helmet Schmidt University (Germany), and the National University of Public Service (Hungary).
- There will be no Study Abroad Fair this fall.
- Once the fall semester begins, OIP will continue to plan for both Spring 2021 semester study abroad and Summer 2021 VMI faculty-led study abroad programs.
 - We will need to monitor CDC & DOS web sites closely.
 - A US vaccine & whether or not cadets have been vaccinated will be key component of this spring and summer study abroad decision.

- We will closely monitor programs and locations to assess risk (location, COVID-19 presence/resurgence, & availability of vaccine in those countries)
- We will conduct a modified “re-entry program” to accommodate the 38 cadets we did send abroad in the spring semester. Cadets should look for an email from OIP with the details.
- No walk-ins
- By appointment only, if personal interaction is required (e.g., Terra Dotta assistance; cannot be addressed virtually)

7. REGISTRAR’S OFFICE

Revised Procedures

- No walk-ins except during high demand periods (add/drop)
- By appointment only, if personal interaction is required (cannot be addressed virtually)
- All forms are being automated/digitized to reduce density in/around Registrar’s office during high demand periods
- Reception
 - Counter in Registrar’s office can accommodate two social distanced cadets at a time, positions marked with an “X” on the floor
 - Waiting area outside office door will have floor marked with “Xs” to ensure social distancing of cadets waiting to get in during high demand (add/drop) periods
 - Registrar’s office also has the capability to surge to all five staff members assisting cadets at the same time during high demand periods while complying with social distancing protocols (i.e., five staff members, five cadets, in five different offices)
 - Removal of reading materials and any other high touch or community use items

8. SPONSORED PROGRAMS

Revised Procedures

- No walk-ins
- By appointment only, if personal interaction is required to verify/sign employment documents or pay checks and it cannot be addressed virtually.

9. CENTER FOR UNDERGRADUATE RESEARCH

Revised Procedures

- No walk-ins
- By appointment only, if personal interaction is required (cannot be addressed virtually)

10. WRITING CENTER

Revised Procedures

- Virtual appointments offered
 - No walk-ins
- By appointment only, if personal interaction is required (cannot be addressed virtually)

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APPENDIX 2 (Cadet Life) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

1. **Situation.**

- a. General. *Refer to Base OPLAN.*
- b. Special. The military training, adversarial system and Spartan barracks environment are defining characteristics of VMI and must be preserved to the greatest extent possible despite the challenges posed by COVID-19. Fortunately, events that fall under “Cadet Life” are scalable, flexible, and adaptable. The configuration of our student body into a regiment affords us the opportunity to conduct most training at the squad, platoon, company, battalion, or regimental level. Mitigation strategies can be implemented for each event and tailored to the number of cadets who can safely be trained at any given time and location.
- c. Constraints, Restraints, & Limitations
 - 1) Constraints (Must do)
 - a) We must avoid large concentrations of cadets at any of the activities in which cadets participate in to include Commandant / ROTC training, formations, hygiene activities, cadet government proceedings, and drum outs.
 - b) The VMI Infirmary Staff, in coordination with Human Resources and Emergency Management, will develop a COVID-19 training program. The VMI community (to include the entire Corps of Cadets) must be educated on how to navigate barracks life and life across post in a COVID-19 environment. This education will be reinforced by Blue Book modifications related to such topics as visiting in barracks and restrictions on shower occupancy.
 - c) Commandant Staff members, to include Officers-in-Charge, must monitor the activities of members of the Corps of Cadets to ensure that best practices and regulations related to COVID-19 are followed.
 - 2) Restraints (Must NOT do)
 - a) We must not carry out events during which we are unable to mitigate the spread of COVID-19.
 - b) Essential training events, traditions, and other activities must not be cancelled so long as practical means to reduce the risk of spreading disease exists.
 - c) We must not expose members of the community to cadets who have themselves been exposed to or have tested positive for COVID-19. Cadets who have been infected will be isolated in Moody Hall and those who may have been exposed will be quarantined in barracks.
 - 3) Limitations: VMI consciously brings cadets together into close proximity through shared living, eating, and shower spaces. The lack of privacy and personal space are profoundly important aspects of the “VMI Experience”. COVID-19 has turned these key characteristics into limitations. Specifically, our ability to operate in barracks during the pandemic is limited by the available number of cadet rooms and bathroom facilities.
- d. Risk. Every “Cadet Life” event brings members of the VMI community together. A very limited number of these events are able to be accomplished in a virtual environment. Therefore, the risk of spreading COVID-19 across Post will be ever present throughout the academic year. That said, the planning done by the COVID-19

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- Planning Committee and included in this OPLAN mitigates that risk to an acceptable level.
- e. Specific Areas of Concern: Ensuring compliance with VMI's new norms to mitigate the spread of COVID-19 during training and Cadet Life activities.
 - f. Assumptions.
 - 1) Barracks will be fully occupied.
 - 2) No academic duty will be scheduled for Saturdays.
 - 3) Sufficient PPE will be available for use during non-physical training.
2. **Mission.** VMI successfully carries out "Cadet Life" training and events in support of ROTC, Commandant Staff, Club Sport, and Cadet Government initiatives in a COVID-19 environment.
3. **Execution.**
- a. Scheme of Support. We will maintain the military training program and traditions of VMI to the extent possible in our current COVID-19 environment. We will plan, execute, and supervise all Corps of Cadet activities during the phased return at the outset of the fall semester. Activities related to matriculation, the ratline, Rat Challenge, physical training, formations, parades, inspections, class government activities, and barracks life will be modified as described in this plan so that they are conducted in as safe and effective manner as possible.
 - 1) Phased Return to School: The Corps of Cadets conducts a phased return to the Institute. Cadets report in relatively small numbers consistent with the NCAA teams and organizations (if any) with which they are affiliated. (TAB A)
 - 2) Early Return Calendar. (TAB B)
 - a) Cadet cadre members conduct training from 8 August until 21 August.
 - b) Incoming Rats report on 15 and 16 August and participate in an Administrative Receiving period from 16 August until 21 August.
 - c) Rats meet the cadre on 22 August.
 - d) The remaining members of the Old Corps return on 25 and 26 August and participate in Commandant Training Time (CTT) and Registration activities from 26 - 30 August.
 - 3) Academic Year: Academic classes commence on 31 August. At this time, the Corps enters into a weekly schedule of events that does not significantly differ from one week to the next. Weekly events include:
 - a) Military formations
 - b) Physical training
 - c) Rat training by cadre
 - d) Rat Challenge
 - e) ROTC training
 - f) VMI Physical Fitness Tests
 - g) Commandant's Training Time (CTT)
 - h) Band Practice
 - i) Religious Services
 - j) Specific information on each of these activities is available in the appropriate TAB as indicated below.

- 4) Barracks life & Cadet Government: Many Corps of Cadet activities are unscheduled or occur on an as-needed basis. Examples of these activities include (Specific information on each of these activities is available in the appropriate TAB as indicated below):
 - a) Cadet Judicial Proceedings (GC, EC, CEA, OGA, RDC, HC)
 - b) Barracks Operations
 - c) Commandant Office Interactions
- b. Subordinate Elements.
 - 1) Physical Plant: Ensures common use areas such as latrines and showers are cleaned daily.
 - 2) Auxiliary Services: Supports the Corps of Cadets through the issuance of uniforms, rifles, haircuts, and food.
 - 3) VMI Infirmarary personnel: Provide all cadet medical services and are assisted by the Corps' certified EMTs.
 - 4) ROTCs: Conducts service specific Physical Training Time (PTT) as well as Field Training Exercises (FTXs) and Control Times throughout the academic year.
 - 5) PE Department: Oversees the Rat Challenge program.
4. **Sustainment.** Sustainment of the Corps of Cadets is covered in ANNEX D (Administration & Logistics).
5. **Command and Signal.**
 - a. Command.
 - 1) The Commandant of Cadets is the decision authority for Corps of Cadets training and other events
 - 2) The four ROTC Professors of Military Science are responsible for their events falling under their respective military branches.
 - 3) The PE Department is responsible for executing the Rat Challenge program.
 - 4) The Chaplain is the decision authority for Religious Services.
 - b. Reports. In progress reports will be made as necessary to the Commandant of Cadets throughout the semester.

TAB A: Return to School

TAB B: Early Return Calendar

TAB C: "Typical Week" Training Schedule

TAB D: Meal Formations

TAB E. Other Formations

TAB F: Rat Training

TAB G: Cadet Judicial Proceedings

TAB H: ROTC Events

TAB I: Commandant's Training Time

TAB J: Physical Training

TAB L: VFT

TAB M: Barracks Operations

TAB N: Commandant Office Interactions

TAB O: Religious Services

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Tab A (Return to School) to APPENDIX 2 (Cadet Life) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN.

Return to School: Cadets conduct a phased return to the Institute in August. COVID-19 mitigation strategies are integrated into the return in accordance with Reception and Repopulation plan included at APPENDIX 1 of ANNEX Q (Medical Services) of this plan.

1. **Barracks Move In.** The Corps of Cadets conducts a phased return to barracks following summer furlough. Cadets report in relatively small numbers consistent with the NCAA teams and organizations (if any) with which they are affiliated. The by name Early Return Order will be published NLT 15 July, 2020.
 - a. Cadets participating in EMT training and certification report on 1 August.
 - b. Certified cadet EMTs report to assist with training on 7 August.
 - c. Cadre I reports on 8 August.
 - d. Cadre II reports on 10 August.
 - e. Matriculating Rats report over two days on 15 and 16 August.
 - f. The remaining members of the Old Corps report on 25 and 26 August.
 - 1) Cadet EMTs screen each returning cadet upon arrival.
 - 2) Returning cadets sign in via the computer upon arrival to barracks.
 - 3) Cadets immediately move to their assigned room as per instructions disseminated via email by the Class Historians.

2. **COVID-19 / Hygiene Training.**
 - a. The VMI Infirmary, Human Resources, and Emergency Management are collaborating to develop COVID-19 training. This training is required for the entire Corps of Cadets and VMI employees engaged with the Corps of Cadets. Infirmary personnel and/or cadet EMTs will brief cadets in small groups upon their return to the Institute. These briefings will occur within 24-hours of the arrival of each group of cadets (Cadre I, Cadre II, Matriculation I, Matriculation II, Old Corps I and Old Corps II).
 - b. Each returning group receives Blue Book training. COVID-19 related procedures are emphasized during this training (room arrangement, visitation rules, isolation rules, etc.)
 - c. Mitigation techniques are emphasized during this training (hand washing, PPE, etc.)
 - d. COVID-19 Prevention Training is located [here](#):

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Tab B (Early Return Calendar) to APPENDIX 2 (Cadet Life) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN.

Early Return Calendar: Cadet return and training events are depicted on the calendar below.

August 2020							8 Jun
Sun	Mon	Tue	Wed	Thu	Fri	Sat	
						1	
2	3	4	5	6	7	8 - Cadre I Return	
9 - Leadership Retreat	10 - Cadre II Return	11	12	13	14	15 - Matriculation I	
16 - Matriculation II - Religious Services	17 Rat Training	18 Rat Training	19 Rat Training	20 Rat Training	21 Rat Training	22 - Rats Meet Cadre	
Rat Tasks: QMDs, intro to class system, HC training, intro to regimental system, BIT, Blue Book training, VFT, dyke training, post tour, haircuts, ROTC time, academic advisor time, Title IX training, Not Anymore & other on-line training							
23	24	25 - Old Corps Return	26 - Old Corps Return	27	28 - Registration Day	29	
BRC & SRC formations during this time provide opportunity to work through mess hall & shower procedures prior to start of class							
Old Corps Tasks: VFT, class dyke / grey blouse, coat inspections, LRC, CMP, BIT, blue book training, formal room inspection, Title IX training, Band practice							
30 Crucible Meet Your Dyke Night (?)	31 Classes Start						

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Tab C (Typical Daily Schedule) to APPENDIX 2 (Cadet Life) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN.

Training Schedule: This spreadsheet depicts a “typical” weekly training schedule.

Week 02 31 Aug - 6 Sep 20						Draft
Monday, 31 August 2020						2-Jun-20
Time	PAX	Event	Location	Uniform	Instructor	
0615	Rats	Rat BRC	Bricks	Class Dyke		
0640	1st Batt (-)	1st Batt BRC	Bricks	Class Dyke		
0700	2nd Batt (-)	2nd Batt BRC	Bricks	Class Dyke		
1100-1350	Corps	Dinner	Crozet Hall	Class Dyke		
1605-1800	Corps (-)	Marine Corps / Navy / 1st Batt PTT	Parade Ground	Gym Dyke		
1605-1715	Corps (-)	Army / Air Force / 2nd Batt PTT	Parade Ground	Gym Dyke		
1700	G Company	Guard Mount	Bricks	GB FD w/A		
1820	Corps (-)	Commandant PTT SRC	Bricks	GB	RS1	
1840	Corps (-)	1st Batt SRC (ROTC PTT)	Bricks	GB	1st Batt CO	
1900	Corps (-)	2nd Batt SRC (ROTC PTT)	Bricks	GB	2nd Batt CO	
2300	Corps	Taps	Barracks	-	Guard Team	
Tuesday, 1 September 2020						
Time	PAX	Event	Location	Uniform	Instructor	
0615	Rats	Rat BRC	Bricks	Class Dyke		
0640	1st Batt (-)	1st Batt BRC	Bricks	Class Dyke		
0700	2nd Batt (-)	2nd Batt BRC	Bricks	Class Dyke		
1100-1350	Corps	Dinner	Crozet Hall	Class Dyke		
1605-1800	Corps (-)	CS / RC	Bricks / OCP	Gym / OCP	RS6	
1700	H Company	Guard Mount	Bricks	GB FD w/A	RS1	
1820	Corps (-)	Rat SRC	Bricks	GB	RXO	
1840	Corps (-)	1st Batt SRC	Bricks	GB	1st Batt CO	
1900	Corps (-)	2nd Batt SRC	Bricks	GB	2nd Batt CO	
2300	Corps	Taps	Barracks	-	Guard Team	
Wednesday, 2 September 2020						
Time	PAX	Event	Location	Uniform	Instructor	
0615	Rats	Rat BRC	Bricks	Class Dyke		
0635	1st Batt (-)	1st Batt BRC	Bricks	Class Dyke	1st Batt CO	
0700	2nd Batt (-)	2nd Batt BRC	Bricks	Class Dyke	2nd Batt CO	
1100-1350	Corps	Dinner	Crozet Hall	Class Dyke	RS3	
1605-1800	Corps (-)	CS / GP / Pts / RPT	various	various	RSM / RS6 / RXO / RCO	
1605 - 1800	Rats	Rat Training	Bricks	OCP	RXO	
1700	I Company	Guard Mount	Bricks	GB FD w/A	RS1	
1820	Corps (-)	Rat SRC	Bricks	GB	RXO	
1840	Corps (-)	1st Batt SRC	Bricks	GB	1st Batt CO	
1900	Corps (-)	2nd Batt SRC	Bricks	GB	2nd Batt CO	
2300	Corps	Taps	Barracks	-	Guard Team	
Thursday, 3 September 2020						
Time	PAX	Event	Location	Uniform	Instructor	
0615	Rats	Rat BRC	Bricks	Class Dyke		
0640	1st Batt (-)	1st Batt BRC	Bricks	Class Dyke	1st Batt CO	
0700	2nd Batt (-)	2nd Batt BRC	Bricks	Class Dyke	2nd Batt CO	
1100-1350	Corps	Dinner	Crozet Hall	Class Dyke	RS3	
1605-1800	Corps (-)	CS / RC	Bricks / OCP	Gym / OCP	RS6	
1700	Bd Company	Guard Mount	Bricks	GB FD w/A	RS1	
1820	Corps (-)	Rat SRC	Bricks	GB	RXO	
1840	Corps (-)	1st Batt SRC	Bricks	GB	1st Batt CO	
1900	Corps (-)	2nd Batt SRC	Bricks	GB	2nd Batt CO	
2300	Corps	Taps	Barracks	-	Guard Team	
Friday, 4 September 2020						
Time	PAX	Event	Location	Uniform	Instructor	
0615	Rats	Rat BRC	Bricks	Class Dyke		
0640	1st Batt (-)	1st Batt BRC	Bricks	Class Dyke	1st Batt CO	
0700	2nd Batt (-)	2nd Batt BRC	Bricks	Class Dyke	2nd Batt CO	
1100-1350	Corps	Dinner	Crozet Hall	Class Dyke	RS3	
1605-1800	Corps (-)	Army / Air Force / 2nd Batt PTT	Parade Ground	Gym Dyke	ROTC / Commandant	
1605-1715	Corps (-)	Marine Corps / Navy / 1st Batt PTT	Parade Ground	Gym Dyke	ROTC / Commandant	
1700	A Company	Guard Mount	Bricks	GB FD w/A	RS1	
1820	Corps (-)	Commandant PTT SRC	Bricks	GB	RS1	
1840	Corps (-)	1st Batt SRC (ROTC PTT)	Bricks	GB	1st Batt CO	
1900	Corps (-)	2nd Batt SRC (ROTC PTT)	Bricks	GB	2nd Batt CO	
2000-2300	Select Cadets	PT Study Hall	Mallory Hall Lecture	Class Dyke	RSM	
2300	Corps	Taps	Barracks	-	Guard Team	

Three BRC & Three SRC Formations per Day

PTT Twice Per Week

CTT Saturday Morning

Saturday, 5 September 2020		Military Duty Weekend				
Time	PAX	Event	Location	Uniform		
0600	Select Cadets	RPT	Parade Ground	Gym Dyke	RPT Cadre	
0615	Rats	Rat BRC	Bricks	Class Dyke	R XO	
0640	1st Batt (-)	1st Batt BRC	Bricks	Class Dyke	1st Batt CO	
0700	2nd Batt (-)	2nd Batt BRC	Bricks	Class Dyke	2nd Batt CO	
0800 - 0930	2 BN 3/C	Bystander Intervention Training # 2	various	Class Dyke	SFC Bean	
0800 - 0930	HQ 2/C	Leadership Reaction Course	LRC	OCPs	CPT Slone	
0800 - 0930	C & D Co 3/C, 2/C, 1/C	Uniform Validation	NB Courtyard	CT/GB/Duty Jacket	Cmdt / Aux Services	
0800 - 0930	Band (-)	Band Practice	Band Room	CT FD w/A	RCO	
1100-1300	Corps	Dinner	Crozet	Class Dyke	RCO	
1300 - 1430	Rats	RT	TBP	TBP	GC / RXO	
1300 - 1600	Select Cadets	PTs	Bricks	Class Dyke w/A	RSM	
1700	Charlie Company	Guard Mount	Bricks	GB FD w/A	RS1	
1820	Corps (-)	Rat SRC	Bricks	GB	R XO	
1840	Corps (-)	1st Batt SRC	Bricks	GB	1st Batt CO	
1900	Corps (-)	2nd Batt SRC	Bricks	GB	2nd Batt CO	
2000-2300	Select Cadets	PT Study Hall	Mallory Hall Lecture	Class Dyke	RSM	
2400	Corps	Taps	Barracks	-	Guard Team	
Sunday, 6 September 2020						
Time	PAX	Event	Location	Uniform	Instructor	
0700	Corps	BRC - No formation - Status Check	-	-	Guard Team	
1300-1600	Select Cadets	PTs	Bricks	Class Dyke	RSM	
1700	D Company	Guard Mount	Bricks	GB FD w/A	RS1	
1900	Corps	SRC	Bricks	GB	RCO	
2300	Corps	Taps	Barracks	-	Guard Team	

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Tab D (Cadet Life Meal Formations) to APPENDIX 2 (Cadet Life) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN.

Meal Formations: Social distancing requirements necessitate an increase in the number of meal formations.

1. Overview of meal formations and march downs.

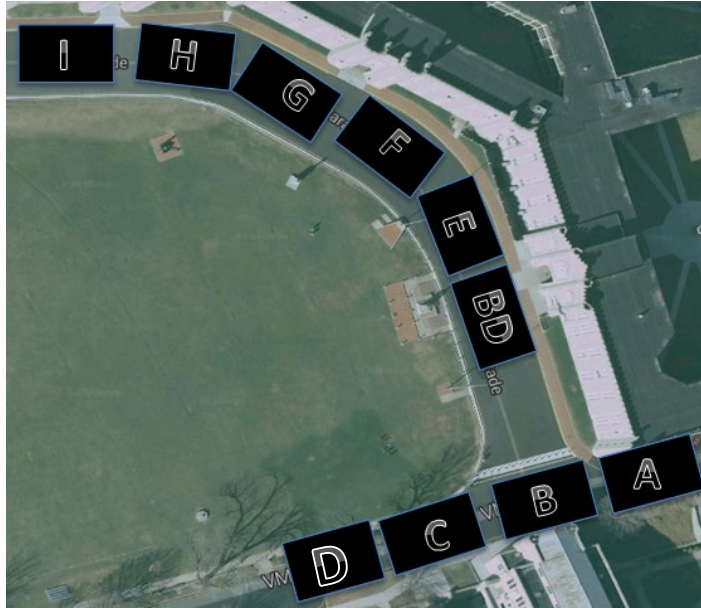
- a. Formations are conducted in accordance with VMI's established social distancing guidelines with appropriate mitigating measures.
- b. Companies conduct accountability at the Rat formation and both Battalion formations.
- c. A member of the Commandant's Staff reviews all three march downs.
- d. Band Company drummers are present at all formations.
- e. Morning and evening Colors are conducted with the Rat Battalion.
- f. Cadets wear facial coverings when marching unless state guidance directs otherwise.

2. BRC & SRC formations. Three Breakfast Roll Call (BRC) and Supper Roll Call (SRC) formations / march downs are held daily with the exception of Sunday (there is no BRC on Sunday morning).

- a. Additional formations afford each company enhanced social distancing capability by providing more space for each unit to form up.
- b. The subsequent additional march downs reduce the number of cadets eating in the mess hall at any given time.
- c. Members of Cadre and the Rat Mass form up at 0615hrs. Five Rat companies form up and immediately march down to the mess hall. The other five companies conduct drill and ceremony training for ~10 minutes prior to entering the mess hall. Eating first provides the Rats the opportunity to accomplish dykely duties prior to the start of the academic day.
- d. Members of the Old Corps form by battalion. The times of the Old Corps formations rotate each week.
 - 1) BRC:
 - a) 0615hrs: Rats, Cadre and a Battalion or Regimental HQ Element. The Regimental Executive Officer is in charge of this formation.
 - b) 0635hrs: One Battalion to include their HQ Element or Regimental HQ Element.
 - c) 0700hrs: One Battalion to include their HQ Element or Regimental HQ Element.
 - d) Battalion Commanders are responsible for Battalion Formations. The Regimental Commander is responsible for all three and may attend the formation of his choosing.
 - 2) SRC:
 - a) 1820hrs: Rats, Cadre and a Battalion or Regimental HQ Element
 - b) 1840hrs: One Battalion to include their HQ Element or Regimental HQ Element
 - c) 1900hrs: One Battalion to include their HQ Element or Regimental HQ Element
 - d) The Commandant may direct the Corps to form up by their respective ROTCs following PTT on Monday and Friday afternoon.

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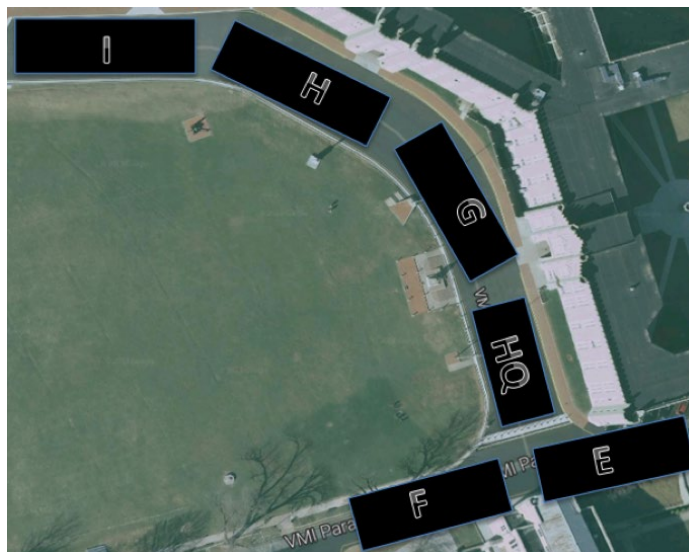
Rat Battalion Formation Diagram



First Battalion Formation Diagram



Second Battalion Formation Diagram



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Tab E (Other Formations) to APPENDIX 2 (Cadet Life) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN.

Other Formations: Social distancing requirements necessitate modifications to In-Ranks Inspections, Parades, Penalty Tours, and Drill Competitions.

1. In-Ranks Inspections.

- a. Inspections are routinely scheduled throughout the semester during CTT or as part of Monday morning BRC.
- b. Monday morning inspections conducted during BRC have a ten (10) minute max inspection time.
- c. Formations are conducted in accordance with VMI's established social distancing guidelines with appropriate mitigating measures.

2. Formal / Practice Parades. Parades are scalable depending on the social distancing requirements being adhered to at any given time. We have identified three COAs regarding the execution of parades:

- a. Normal parade: As per standard operating procedures (SOP).
- b. Modified parade: Practices parades and parades are conducted in accordance with SOP except that cadets are at normal interval versus close interval with facial coverings.
- c. Alternative parade: Two companies per Battalion and the Regimental Band would participate in the parade. Each company consists of two platoons with 6' distancing between individuals and eight paces between companies as depicted below. No pass in review is conducted. The Primary Reviewing Officer troops the line.

Alternative Parade Diagram



3. **Penalty Tours (PTs).** PTs are marched with six-foot social distance and face coverings in the formation. At least one SGM and two ISGs supervise each PT formation to ensure all cadets adhere to PPE and social distancing requirements.
4. **Drill competitions.** Drill competitions are scalable to one or two squads while conducting the drill competition with six feet social distance. Participating cadets wear face coverings unless otherwise directed. The Rat Battalion stages in the two adjacent Drill Fields on North Post during the Competition due to limited available space for social distancing. We have identified three COAs for the conduct of drill competitions:
 - a. If conditions permit, drill competitions are conducted per SOP.
 - b. If mitigation measures are still in effect, drill competitions are conducted per SOP except that each platoon would be at normal interval versus close interval with face coverings.
 - c. Drill competitions are conducted with six feet of social distancing with face coverings when required by conditions. The competition would be the static portion only for the platoon, then one randomly selected squad per company for the marching portion of the competition.

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Tab F (Rat Training) to APPENDIX 2 (Cadet Life) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN.

Rat Training: Social distancing requirements necessitate modifications to Rat Training inside and outside of barracks. The Regimental System affords us the ability to scale Rat training as dictated by the current state of the pandemic. Rat training during the pandemic relies on decentralized command and control.

1. **Rat Training in Barracks.** Rat training is conducted in barracks with the following modifications due to the COVID-19 environment.
 - a. No Rat training is conducted in company room.
 - b. Rat training is conducted on the stoop with social distancing and in the rat's assigned room.
 - c. Cadre instruction is conducted primarily at the squad level and utilizes all company sergeants and corporals. This constraint requires all cadre to become proficient in all aspects of training in order to be proficient in the instruction of all the METLs of rat training.
 - 1) The Company Commander assigns each member of cadre to a specific group of Rats. All members of cadre avoid interacting with Rats to which they are not assigned to supervise.
 - 2) Company Officers are assigned squads and blocks of rooms to supervise.
 - 3) Company sergeants and corporals are assigned squads to instruct and train. Sergeants and corporals only instruct the Rats to which they are assigned.
 - 4) PPE & Hygiene:
 - a) Face coverings are required during all non-physical Rat training in barracks.
 - b) Face coverings are not worn for pull ups or pushups, and other physical training within barracks.
 - c) Pull up bars are wiped down after every individual use.
2. **Rat training on the parade field.** Rat training is conducted on the parade field with the following modifications due to the COVID-19 environment.
 - a. Instruction is conducted at the squad level.
 - b. Rat companies conduct drill movements as a platoon at normal interval, but are never placed in a school circle type to receive instruction at the company level to receive instruction.
 - c. Rat companies march as a platoon at normal interval, never at close interval.
 - d. Face coverings are required during all rat training on the parade field.
 - e. Face coverings are not worn for pushups when conducted on the parade field.
3. **Inclement Weather Training.** Rat training is conducted during inclement weather in buildings such as the CPTF and Cocke Hall with the following modifications due to the COVID-19 environment.
 - a. All inclement weather training is conducted at the squad level to maintain appropriate social distancing.
 - b. Company officers, sergeants and corporals are assigned their squads to instruct and train only the Rats to which they are assigned.

- c. Face coverings are required during all inclement weather Rat training.
 - d. Face coverings are not worn when Rats conduct pushups.
4. **Rat Challenge.** Rat Challenge and the confidence and camaraderie it builds in the Rat mass is an instrumental part of the VMI Ratline. The extended academic day, social distancing requirements, seasonal effects make scheduling and executing this program incredibly challenging. The Physical Education Department is currently conducting an intense study of the program to prioritize key events that can be conducted while applying appropriate public health mitigation measures. The results of that planning effort will be published when they are available.

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Tab G (Cadet Judicial Proceedings) to APPENDIX 2 (Cadet Life) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN.

Cadet Judicial Proceedings. Cadet Government conducts investigations and trials as necessary throughout the year.

1. OGA/CEA Interviews.

- a. The amount of people in a room for an interview varies from three to six. A scalable risk mitigation concept for this activity ranges from wearing face coverings and social distancing at six feet (most restrictive) to not wearing face coverings and not social distancing (least restrictive) with any combination of the two control factors in between.
- b. One of the current interview locations is not large enough to accommodate up to six people who are six feet apart and will be used only when absolutely necessary. The other two locations are large enough and will be the primary rooms used for interviews.

2. GC Trials.

- a. The amount of people in JM Hall for a GC Trial varies from 11 to over 100. A scalable risk mitigation concept for this activity ranges from wearing facial coverings and social distancing at six feet (most restrictive) to not wearing facial coverings and not social distancing (least restrictive) with any combination of the two control factors in between.
- b. Another control is to limit the number of Cadets in the audience to meet social distancing requirements relative to the capacity of JM Hall. GC trials – even large ones – can be executed in JM Hall while meeting social distancing requirements and the GC will ensure that the requirements are met prior to commencing the trial.

3. EC Trials.

- a. The amount of people in a room for an EC Trial (and preliminary hearings) varies from approximately 10 to approximately 20. A scalable risk mitigation concept for this activity ranges from wearing facial coverings and social distancing at six feet (most restrictive) to not wearing facial coverings and not social distancing (least restrictive) with any combination of the two control factors in between.
- b. The current location used for EC trials and preliminary hearings is not large enough to accommodate 10 to 20 people who are six feet apart. A suitable location must also include adjacent (or somewhat close) rooms for certain phases of the trial.

4. RDC Trials.

- a. The amount of people in a room for an RDC Trial varies from approximately seven to approximately 20. A scalable risk mitigation concept for this activity ranges from wearing facial coverings and social distancing at six feet (most restrictive) to not wearing facial coverings and not social distancing (least restrictive) with any combination of the two control factors in between.
- b. The current location used for RDC trials is not large enough to accommodate seven to 20 people who are six feet apart. In addition, due to the adversative and discreet nature of the proceedings, a new location needs to be out of public view.
- c. RDC Trials and Gross Conduct Workouts are conducted in Cocke Hall.

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Tab H (ROTC Events) to APPENDIX 2 (Cadet Life) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN.

ROTC Events. ROTCs oversee their respective cadets PTT twice per week. Each ROTC also conducts FTXs and Control Times throughout the academic year.

1. Army ROTC.

- a. The Army Department will implement Operation Agile Leader during the Fall and Spring semesters to make up for the cancelled Cadet Summer Training. AROTC will implement the following protective measures before, during, and after training to combat COVID-19's potential spread. Cadets assemble in "cocoon," or platoon, cohorts and not break from those small groups during the course of training. Temperature and symptom checks will occur at the start of training by Cadre. Cadets maintain safe social distancing of six feet. AROTC is in the process of purchasing hand washing stations to be used frequently by Cadets. Cadets will ensure they wear proper face coverings and distance themselves if outside platoon integrity. If symptoms or a temperature presents itself, AROTC will immediately report this to the VMI Hospital, VMI leadership, and to Cadet Command. Moreover, AROTC will de-conflict training areas with the other ROTCs and VMI to ensure social distancing from other groups.
 - 1) Concerns: Need to ensure mitigation measures implemented during ROTC classes, labs, and training support and nest with VMI measures taken during all other periods of Cadet life.
- b. FTX. Similar to Control Times, AROTC will implement protective measures before, during, and after training to combat COVID-19's potential spread. Cadets assemble in "cocoon," or platoon, cohorts and not break from those small groups during the course of training. Temperature and symptom checks will occur twice daily by Cadre. Cadets maintain safe social distancing of six feet. AROTC is in the process of purchasing hand washing stations to be used frequently by Cadets. Cadets will ensure they wear proper face coverings and distance themselves if outside platoon integrity. If symptoms or a temperature presents itself, AROTC will immediately report this to the VMI Hospital, VMI leadership, and to Cadet Command.
 - 1) Concerns: Ensure mitigation measures implemented during ROTC classes, labs, and training support and nest with VMI measures taken during all other periods of Cadet Life.

2. Air Force ROTC.

- a. FTX.
 - 1) FTX occurs 7-11 October and traditionally incorporates paintball for the sophomores and drill for the freshmen led by the POC. The AFROTC Dining Out typically occurs in the CLE on the last day of FTX.
 - 2) Concerns: The paintball scenario will require coordination with the contracting company to ensure equipment has been properly sanitized. The paintball scenarios are conducted outdoors and social distancing criteria can be easily enforced. The freshmen will no longer do drill, but will use the time to study academic/ROTC topics. The dining out density can be controlled by limiting attendance to freshmen/juniors, and if budget/time

allows, conducting a second dining out during Spring semester for the sophomores/seniors.

b. Control Time.

- 1) There are four scheduled control times, which are typically used to conduct Air Force Officer Qualification Tests (AFOQT), AF Physical Fitness Assessments (PFA), and other AFROTC training objectives similar to LLAB.
- 2) Concerns: Class density precludes large scale testing, so multiple test sessions will be conducted (12/26 Sep, 9 Oct). The PFA has a sit up portion that typically requires a cadet to hold the legs/feet of another cadet. This requirement can be waived by utilizing sit up bars, railings, or other horizontal supports. PFA run starts can be staggered to reduce the 'run group' size to within required size.

c. PTT

- 1) PTT is typically conducted twice weekly utilizing local trails, the CPTF, Cocke Hall and the outdoor track.
- 2) PTT will stay consistent with previous years, but with decreased density. Specific training groups of cadets will conduct in-person, group PT with the balance conducting personalized workouts with an appropriate tracking mechanism to track accountability.

3. **Marine Corps / Navy.**

The Navy Department's first priority is to ensure the safety of all VMI NROTC Midshipmen and Staff through a complete understanding of the environment they are operating in and guidance they are operating under. In order to meet this goal the Navy Department is implementing health and safety measures in accordance with applicable Navy and VMI guidelines. Navy has purchased masks for each of its Midshipmen and Staff, and has arranged each classroom to ensure social distancing is maintained.

To ensure the integrity of unit spaces and ensure staff safety, control functions remain in place to limit building access to non-essential personnel. Staff shall use provided equipment and products to increase space sanitation when telework cannot be accomplished.

Midshipman Corpsman who are certified as EMTs will be present at each training evolution to monitor Midshipmen for symptoms. Any Midshipman exhibiting symptoms will be referred to Post Hospital.

Navy Department semester training evolutions include classroom instruction, Physical Training Time (PTT), Control Time, and Field Training Exercise (FTX). The Navy Department will utilize the most up-to-date VMI, Navy, local, and national guidelines to plan each training evolution with two priorities in mind; the health and safety of all personnel involved and the highest quality training to prepare the nation's future Naval Officers.

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Tab I (Commandant's Training Time) to APPENDIX 2 (Cadet Life) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN.

CTT: CTT events will be held and supervised by members of the Commandant's Office throughout the year. These events take place either during the early return period or on Saturday mornings.

1. **Leadership Reaction Course.** The following modifications are made to LRC training for this upcoming academic year.
 - a. PPE: Facial coverings are required. Cadets wear OCPs to limit skin-to-skin contact.
 - b. Cleaning and sanitation
 - 1) Hand sanitizer and equipment wipes will be provided.
 - 2) Obstacles are wiped down at the end of program when possible (mainly in the CPTF).
 - 3) Shared equipment such as helmets are sanitized using aerosol disinfectant spray.
 - c. Group sizes and limitations: Groups/Teams are limited to no more than 12 Cadets per working unit. There will be no initiatives requiring lots of person-to-person contact or close quarters.
2. **Marksmanship Training.**
 - a. Marksmanship training can still be conducted with minor changes. This would require the instruction to be conducted with PPE or social distancing. At the range facility, use of PPE and utilizing every other firing point for social distancing.
 - b. Background: In order to mitigate the risk of COVID 19 infection on the range, we would require cadets and Range Safety Officers to wear facial coverings during live fire operations along with eye and ear protection. Gloves would be optional and will ensure weapons are wiped down with a sanitizer between users. Hand sanitizer stations with lead removal will be present as the cadets exit the range. Weapons will also be cleaned in the armory with ultrasonic cleaning as needed.
 - c. Social distancing during live fire operations will require utilizing every other firing point or 15 points per firing iteration or relay. This will double the amount of relays or firing iterations required for zero and a qualification course of fire. RSOs and shooters will wear facial coverings in order to prevent close contact during weapons clearing, corrections and malfunctions.
 - d. Recommend weekly range cleaning with the HEPA VAC along the firing line and cleaning of common service areas, table tops and stainless steel cleaning tables outside the range. Lead wipes, hand sanitizers and Clorox wipes will be available on both sides of the range.
 - e. Pre marksmanship instruction will be conducted either outside on the parade field or Cocke Hall gym/track area in order to maintain social distancing. Weapons will be wiped down with Clorox or lead wipes prior to and after handling. Cadets will also be required to use hand sanitizer following the training.
 - f. North Post Latrine facilities for both men and women will be cleaned on a weekly schedule including restocking of soap and paper towels.
3. **Bystander Intervention Training (BIT).**
 - a. BIT is a standard classroom activity. As such, risk mitigation would follow the concept detailed by the Dean's Office in APPENDIX 1 of this document.

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- b. Historically, BIT sections average 20 Cadets in 10 sections (classrooms) per semester. This risk mitigation plan requires 20 classrooms as opposed to the normal 10. Therefore, available academic building space may be a constraint.
- c. It will also require 10 more faculty/staff facilitators or for the current ones to supervise two classrooms at a time, which is less desirable.

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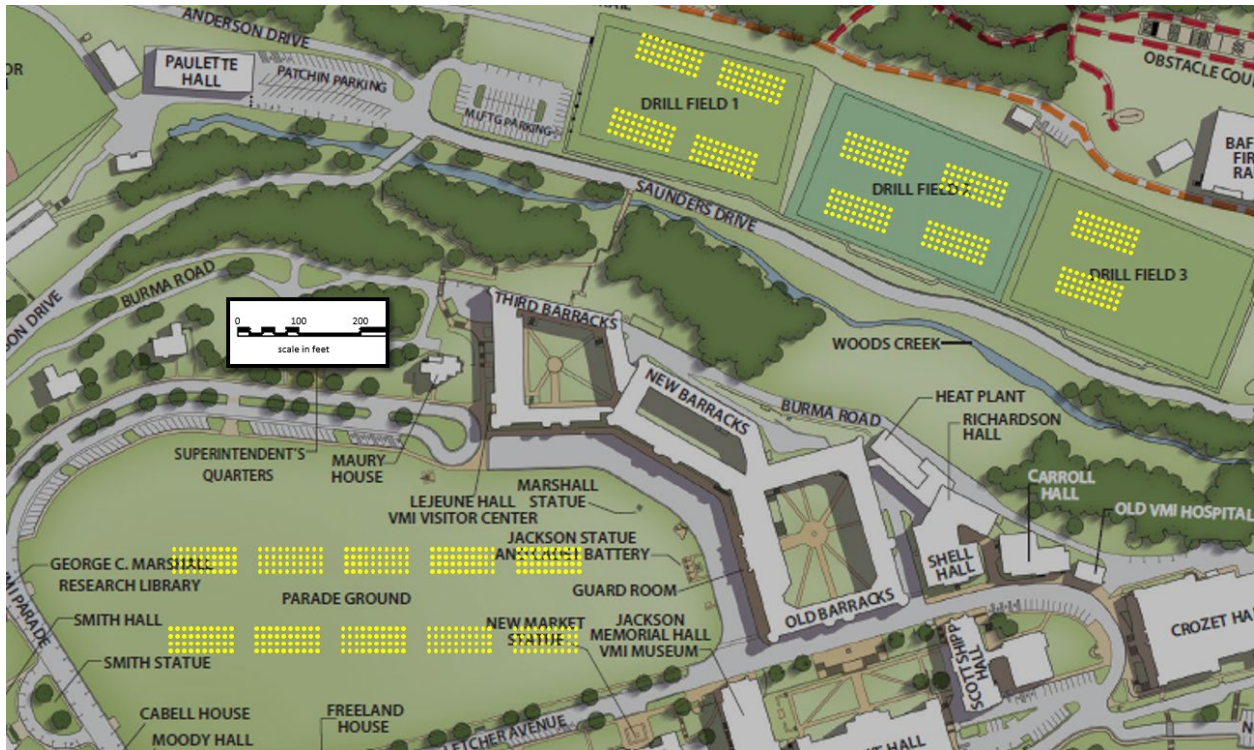
Tab J (Physical Training) to APPENDIX 2 (Cadet Life) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN.

Physical Training: Physical training encompasses a number of events to include Remedial PTT, Commandant PTT, Weight Room operations and Ratline related workouts.

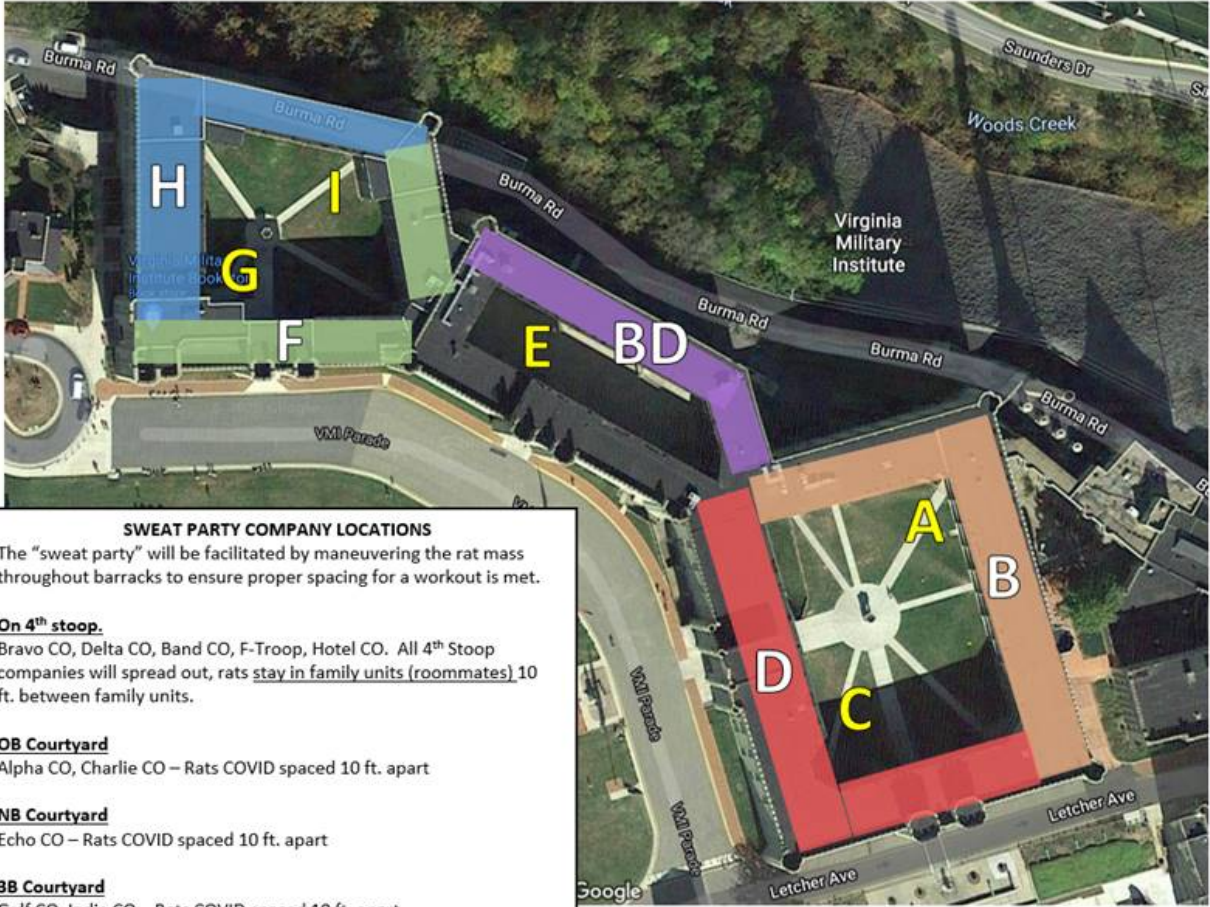
1. **Remedial PT (RPT).** RPT is conducted within the guidelines of COVID-19 restrictions, and with appropriate social distancing.
 - a. Wednesday / Saturday RPT: RPT forms up at a designated location in a socially-distanced platoon.
 - 1) CICs take accountability and ability group leaders carry out the plan of the day without contact.
 - 2) All partner PT will be eliminated and only at specified and previously scheduled times will ability groups be permitted to use Cocke Hall/CPTF facilities.
 - 3) All workouts are conducted outdoors to the greatest extent possible.
 - 4) Workout locations (Parade Ground, Track, and North Post) are coordinated with ROTCs, Rat Challenge, etc. within 48 hours of execution.
 - b. PTT: Non-Commissioning Old Corps cadets on RPT form with their respective companies. Commissioning RPT cadets form with their ROTC.
 - c. PPE: No face coverings are necessary when cadets are conducting RPT outdoors while appropriately social distanced.
2. **Commandant Physical Training Time (PTT).** Approximately 200 cadets participate in Commandant PTT. This equates to approximately 100 cadets per Battalion.
 - a. Conducting Commandant PTT as per usual ensures proper accountability and physical training of Cadets.
 - b. Concerns: PPE, uncertain if PPE is required while conducting PT if appropriate spacing is maintained between Cadets. Available space to conduct PT. The entire Corps utilizing the showers at the same time after PT.
 - c. Mitigation: Regimental/Battalion PT Formation(s) at Double Arm Interval on the Parade Field near Maury Brooke Hall and Faculty housing. Conduct stationary or circuit PT with no physical interaction. Running either in formation maintaining appropriate space or individual effort on Post.
 - d. Personal Workout: Individually complete and sign off; 3 mile run, 20 pull-ups, 100 crunches.
 - 1) Positive: Eliminates physical interaction, limitation of available space, and time constraints of the new schedule.
 - 2) Concerns: Level of physical training could be reduced to lack of supervision.
 - 3) Combination of PTT (1) day per week and PW (1) or (2) additional days per week.
3. **Weight Room.**
 - a. Weight room operations require a lot of changes due to social distancing. The risk can be mitigated by increased hours of operations and gym time being assigned by company/ROTC etc. Hand Sanitizer/ sanitized wipes at gym, and PPE use is critical.
 - b. Concerns: There is no easy way to mitigate this portion. Virtually no way to make it work for everyone. This requires patience and sacrifice from the Cadets.

- c. Cocke Hall will be available for use during published open hours. There will be no “at will” use of the facility. Hours may have to be modified or extended to permit the maximum number of users, as mandated state regulations and social distancing, will necessitate greatly reduced numbers of users. It is anticipated that the weight room may be limited to fewer than twenty-five individual users at a time. In order to meet constituent requirements, usage by company, class, or other sub-group(s) may be implemented.
 - d. Accountability: There will be one point of entry to Cocke Hall during open hours. All cadet, faculty, and staff users shall sign in before using the Cocke Hall facilities. ID Cards will be required. This will enable contact tracing should it become necessary. It will also be a reminder to users of the risks involved in using the facilities during the pandemic and will allow supervisors to limit the number of users as required to maintain the state mandated limit to the number of users and social distancing.
 - e. Sanitizing: Increased cleaning and sanitary disinfecting will require additional Physical Plant custodial staff, and may require staggered hours for custodians. All Cocke Hall rooms including the weight rooms and fitness studios, and the locker rooms will require thorough daily disinfecting as well as continual sanitizing by custodians and users during daily operations. Physical Plant will continue to be responsible for supplying appropriate cleaning supplies and PPE. Physical Plant will provide, for the exclusive use of Cocke Hall custodians and weight room employees, an electrostatic sprayer and the expendable supplies to use it.
 - f. Employees: Potential extended hours and additional (cleaning and social distancing) supervision required to safely use the facility will require additional part-time supervisor and cadet assistant employee hours. Additionally, these employees must be provided with suitable PPE. This will add additional costs to the facility operation.
 - g. Facilities Use: The Assistant Commandant/Cocke Hall Facility Director will maintain the facility master schedule. Because of the required sanitizing and supervision regime, requests by groups such as ROTC units to use the courts and/or running track as a last minute foul-weather location will, in most cases, be denied.
 - h. Concerns: There is no easy way to mitigate weight room use. There is virtually no way to make it work at the convenience of all constituents. Doing so will require patience and sacrifice from cadet, faculty, staff, and employee users.
4. **RDC / Cadre Workouts.**
- a. RDC and Cadre workouts are scalable and even socially distanced. Example: Battalion vice Regiment or two companies per Battalion.
 - b. Requires more Commandant Staff supervision. Very limited shared equipment (logs, stretchers), can disinfect between rotations or not use at all.
 - c. Concerns: Much more time consuming and needs greater coordination in regards to GO#1 (Operating Rules for the Institute). Currently used locations should still accommodate the scaled down workouts.
5. **Sweat Parties.**
- a. The Rat Mass will form either on the drill field or parade field for Sweat Parties. Rats will be spaced 10 feet apart in all directions.

- b. The Rats would form up as normal in their company formation of about 40 rats per. They would be told to form up at double arm interval + 2 feet on each side to create the 10 foot buffer.
- c. Cadets supervising the workout to include members of cadre, EMTs, and cadet government personnel wear facial coverings as they are not working out.
- d. NOTE: The diagram below is to scale. Each group of yellow circles depicts 40 people spaced 10 feet apart in each direction.



- e. Another sweat party location is inside barracks.
- f. The rat mass will form up in barracks, spaced appropriately with each company assigned a general location.
- g. Rats that remain on stoop will stay in their “family unit” ie. with their roommates, but spaced apart. There will be 10 ft. between family units.
- h. Rats that move to the courtyards will be spaced 10 ft. apart.



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Tab L (VFT) to APPENDIX 2 (Cadet Life) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN.

Purpose: Conduct the VFT for groups of 50 with staggered report times every 20 minutes in two locations simultaneously.

Chip reader is not necessary for this type of exam.

Capability to test is 200 in one hour.

Individual hand sanitizer must be available at each entrance so cadets can disinfect their hands prior to getting on the pull-up bars leaving enough time for them to dry. It is not practical to wipe down the bar after each use as it will become slippery. The tape will need to be changed after the event.


Scheme of Maneuver:


1. Companies will be broken into 50 cadet groups Red, Yellow, and Blue, Green, Orange. Each group will receive an email announcing where to report and at what time. On the day of the exam, cadets will be also be notified through the guard room turnouts of the location and time of the event as a reminder to include inclement weather days.
2. Commandant staff will be assigned to a location for the pull up event. Those individuals not taking the exam will wear a facial covering. Card collectors will wear gloves.
3. There will be several tables at the entrance to the foster stadium concession stand area and CPTF on the upper track, where the cadets will receive their cards alphabetically from S6 staff. Cadets will place belongings in the bleachers and remain seated 6 feet apart until the S6 staff to moves them to the pull up bars. These groups will be five deep and fill the bleachers from left to right. The furthest to the left will go first. CPLs will ensure the appropriate distance is maintained between the cadets as they prepare to take the first event. The lines in front of the pull-up bars will only have ten cadets at a time. S-6 will signal for the next group to go to the bars.
4. Commandant and S6 staffs will be placed at both ends of the pull up bars on the (South) far side of the track. Cadets will form lines behind each grader out of the way of the track. S6 staff will be placed at pull up bars to ensure the track is not being blocked.
5. Mats for sit ups will be placed on the outside of the track barriers, on the opposite side of the rails in the CPTF. Once cadets have finished their pull-ups, they will move on the outer side of the track to the sit up mats and complete the sit ups. The cadets will not hold feet with their hands but rather with their feet facing away from the person conducting sit ups. Social distancing will be enforced at all stations. The mats will be sprayed down with Lysol and let dry for 3 minutes. At Foster stadium the cadets will spread out along the football field closest to their run graders start position to take the sit-up event in the grass. Mats will be available in the center of the field.
6. Once the sit ups are complete, the cadets will move to the start line for the run and hand their cards to an S6 member waiting at 5 different start points. The first ten moves to starting line one and fill in succession until all start lines are full and the test begins. Inside the CPTF, the cadets will need to run a total of 12 laps on the lower track. Starting at the bleacher side and


ending in the same place to complete the 1.5 mile run. On the upper track they begin at the designated start as depicted by the sign on the wall and ending 6.9 laps later at the designated finish line. At Foster stadium, each cadet must complete 6 full laps for 1.5 miles. Each S-6 staff member will start the run at different locations and the runners will start and finish with their grader.

7. Once finished cadets will make their way back up to the tables at the entrance of the CPTF pedestrian walkway where they received their cards. They will record their time, initial, and sign the bottom of the card before reaching the table and depart immediately. Foster stadium cadets will move to the bleachers on the south side of the track. Once completed they will initial and sign their card with their S-6 grader. Commandant staff can help with the timing by taking a group of ten runners as well.
8. Each grader will be equipped with a stopwatch and the cadets will be encouraged to wear a watch as well. Each grader will bring a ten pens with them.



 Bleachers: cadets will place their belongings here and remain seated until a staff member tells them to move to the pull up bars along the outside of the track. Social distancing themselves by 6 feet unless they are roommates.

 Cadets will form a line parallel and off the track, at the pull-up bars.

 From the pull-up bars the cadets will move around and off the track to the sit up mats and complete their sit ups.
The set up for Foster stadium.

Next wave here

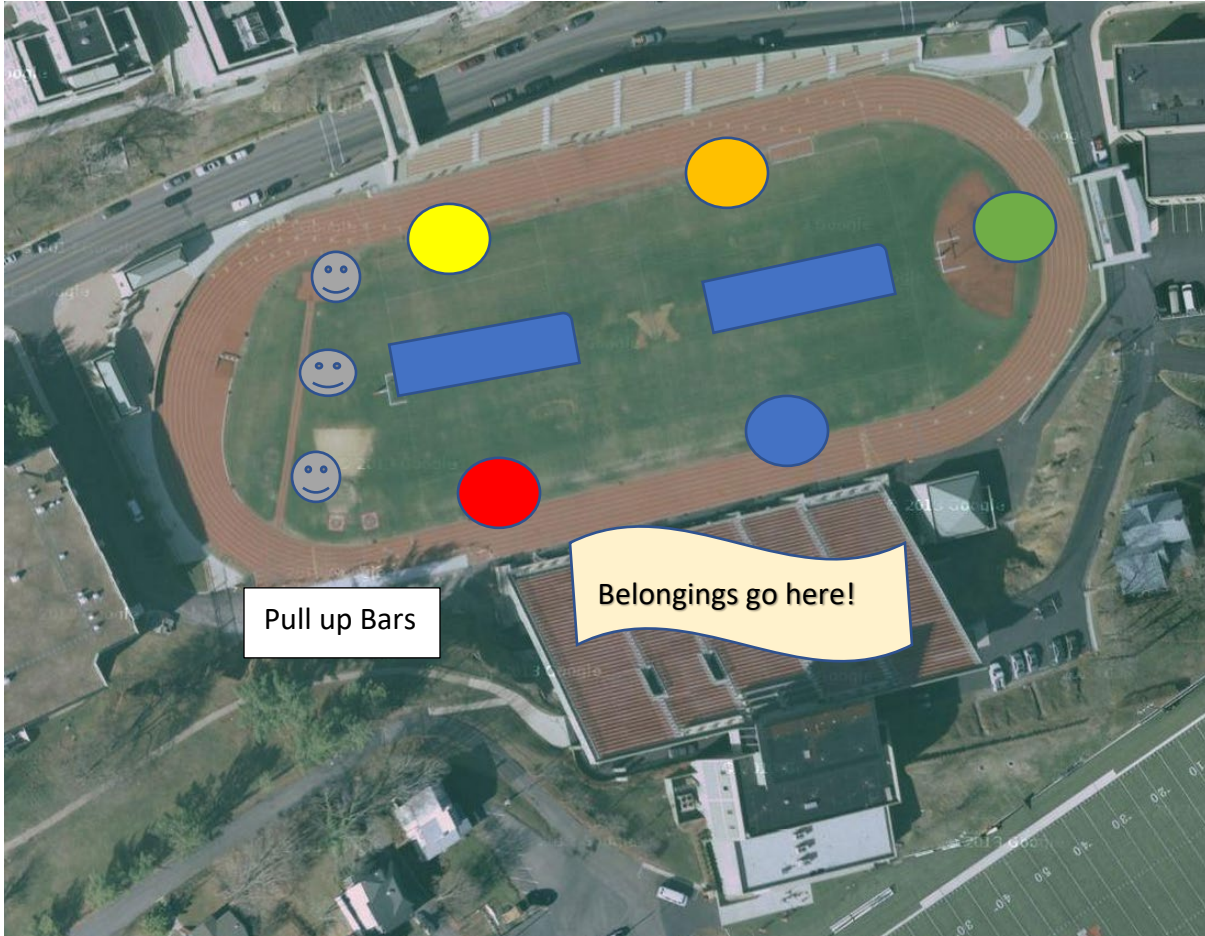


Table set up for card pick up and retrieval



Five Color coded start points-Red Blue Green, Orange and Yellow



Sit up mat locations

Note: CPTF will be used along with Cocke Hall in case of inclement weather. The upper track of Cocke hall will be used for running and pull ups only and to complete the run a cadet must complete 17.3 Laps for 1.5 miles. All pull ups will be complete before the run begins. Groups of five will be spaced out across the lower gym floor. Each line is released to complete the exam and exit the building immediately. Entrance to Cocke Hall is through the right side and exit out the left side into memorial gardens. Every few minutes another group will begin until the 30 minutes are up. The next group will arrive at memorial gardens and enter the right side door to fill the next slot of five cadets. All participants are encouraged to wear a watch and it is

mandatory for S-6 staff members. Cadets sign the VFT card as a certified statement when using their own watch.

Equipment needed:

Stopwatch 10=5 at each location

Spray bottles 24 oz 6=3 at each location

Hand sanitizer 14 Oz 12=6 at each location

Tables 6=3 at each location

Mats 4=2 at each location

Athletic tape 12 rolls per location

Lysol Spray 6 cans= 3 at each location

Disposable gloves 2=1 box per location

Disposable masks 20 =10 per location

Clip boards 20=10 large at each location

Two large tote boxes for carrying supplies to each location.

Garbage bags for PPE disposal

Pens 100=50 at each location ten with every grader

Individual water bottle will be used and extra water containers will be available for refilling the bottles as well as disposable cups.

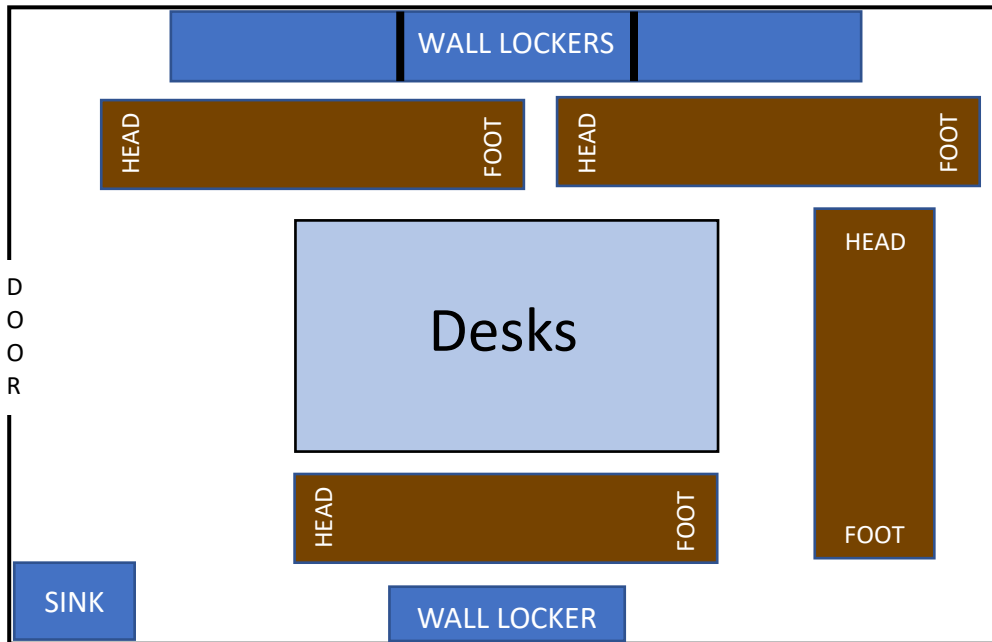
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Tab M (Barracks Operations) to APPENDIX 2 (Cadet Life) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN.

Barracks Operations: Barracks operations include all of the traditionally unscheduled events that comprise barracks life at VMI. Signs will be posted throughout post, including barracks, regarding proper use of PPE, hand sanitizing and social distancing. Training will be conducted for all cadets as they arrive to VMI (arrival will be completed in phases over a five week period). Similar training is required for administrative barracks supervisors (Officer’s in charge of barracks (OCs), and Company Tactical Officers and assistants). Training includes anti-stigma training for cadets, cadet leadership, administrative barracks supervisors and support personnel.

1. **Room Occupancy.**

- a. Class Historians disseminate room rosters NLT 8 August.
- b. Cadets place racks as outlined in the “Room Layouts” document found at <https://portal.vmi.edu/cadets/Barracks/Forms/Barracks.aspx> and illustrated below.
- c. Cadets do not sleep head to head.
- d. Room inspectors inspect their respective divisions frequently to ensure mitigation practices and hygiene standards are maintained.



2. **Showers.** The risk of spreading COVID-19 is mitigated by reducing the number of cadets in the showers at any given time.
 - a. The completion times for the four ROTC PTTs is staggered to ensure that the showers are not overly congested.
 - b. The five handicapped bathrooms in 3rd Barracks are available for use by female cadets unless designated a quarantine bathroom. Quarantine designated bathrooms will be clearly marked with signage.

- c. All showers in barracks – unless designated a quarantine bathroom – are made available to the Rat Mass following sweat parties, Rat Challenge, forced marches, etc. Rats shower in the shower assigned to their company during the matriculation period. Quarantine designated bathrooms will be clearly marked with signage.
- d. A sign is affixed outside of each shower for cadets to track how many individuals are using the facility at any given time. When cadets enter the shower, they are required to move a magnetic marker from available to occupied to show how many cadets are currently in the showers and how many spaces remain available. Upon departure, they will move that marker from the occupied side back to the available side.
- e. Shower availability:

1) Men’s Shower Availability

	Concourse	Sinks	1 st Stoop	2 nd Stoop	3 rd Stoop	4 th Stoop	Total by Barracks
Old Barracks		13	11	11	11	11	57
New Barracks	12		16	16	16	16	76
Third Barracks	4		17	17	17	17	72
Total by Stoop =	16	13	44	44	44	44	205 Male

2) Women’s Shower Availability

	Concourse	Sinks	1 st Stoop	2 nd Stoop	3 rd Stoop	4 th Stoop	Total by Barracks
Old Barracks		6	6	6	6	6	32
New Barracks			2	2	2	2	8
Third Barracks	2		4	4	4	4	16
Total by Stoop =	2	6	12	12	12	12	56 Female

- f. Cleaning
 - 1) Currently latrines are cleaned extensively once each day.
 - 2) Physical Plant will add one additional extensive cleaning each day, sometime in the afternoon/evening.
 - 3) Cleaning may be accomplished by an evening shift or through split-shifts, though the logistics are still being discussed.
 - 4) Additional cleaning of “high contact” areas, such as faucets, etc. throughout the day. Most likely an additional 2-3 times per day.
 - 5) Physical Plant has purchased several electrostatic fogging machines that will be used to disinfect surfaces multiple times each day.
 - 6) Cadets are responsible for cleaning their rooms and will be provided with disinfecting wipes or spray.

- 3. **Visitation.** To mitigate the spread of illness, cadets adhere to the following guidance regarding barracks visitation.
 - a. Cadets are not to visit other cadet rooms during the fall semester unless authorized.

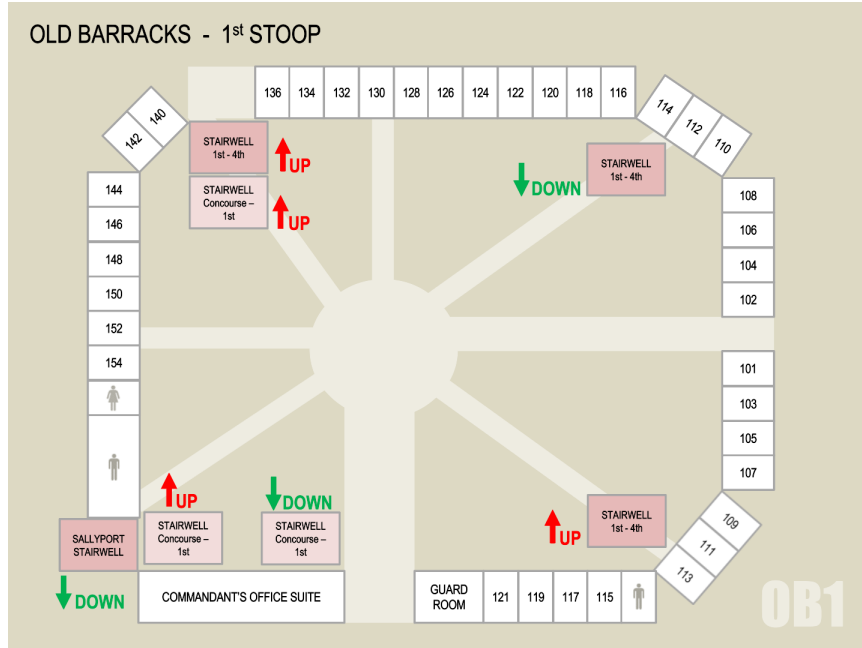
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- b. The 1st Class leadership, in conjunction with the Assistant Commandant for Cadet Government, will disseminate guidance regarding Rat / Dyke visitation NLT Meet Your Dyke Night.
- c. The Officers-in-Charge and guard teams actively patrol barracks throughout the academic year to ensure cadets adhere to barracks visitation rules.

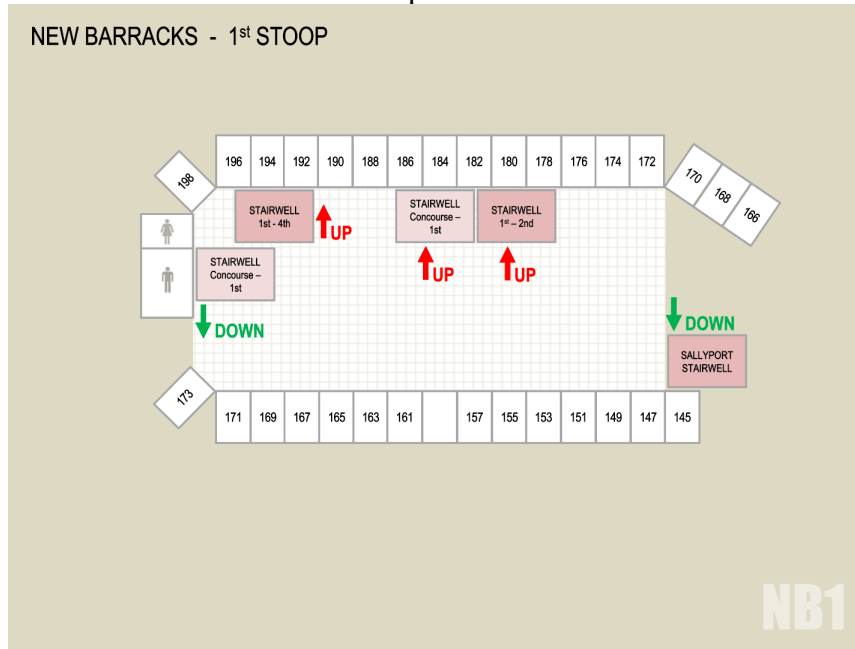
4. **Movement through Barracks**

- a. A scalable risk mitigation concept for barracks movement ranges from wearing facial coverings and social distancing at six feet (most restrictive) to not wearing facial coverings and not social distancing (least restrictive) with any combination of the two control factors in between.
- b. Arches and stairwells induce close proximity between Cadets. As such, risk mitigation controls are imperative at those locations.
- c. Rats are traditionally restricted to using only Jackson Arch. In this situation, Rats may use any arch. We will assign rat companies to certain arches to add an element of control if desired.
- d. Rats are traditionally restricted to using only certain stairwells. In this situation, rats may use any stairwell. We could assign rat companies to certain stairwells to add an element of control if desired.
- e. Stairwells will be designated as “up” or “down” stairwells only. There are enough stairwells in each barracks to allow for this control. **Signs will be posted.**
- f. Rats traditionally follow the “ratline” throughout barracks. They will still follow the ratline on the stoops and stairwells, but socially distance themselves while doing so.
- g. All control measures listed above do not apply in the event of an actual emergency or scheduled fire drill.

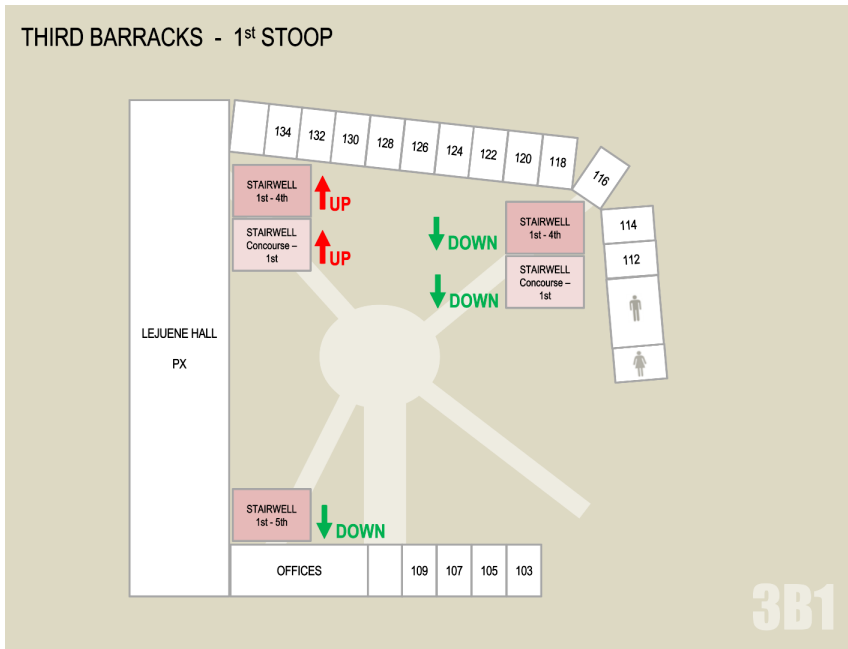
Old Barracks Up & Down Stairwells



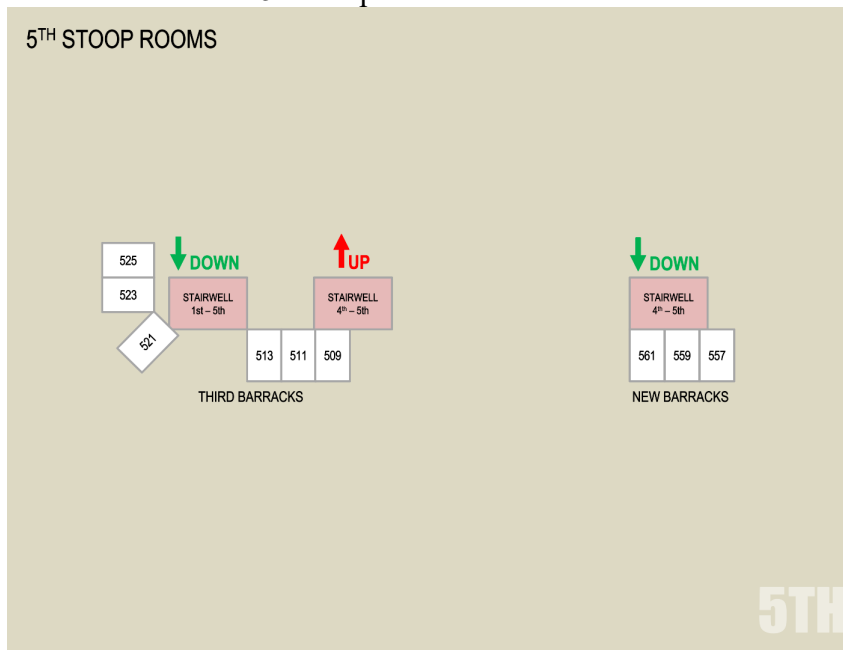
New Barracks Up & Down Stairwells



3rd Barracks Up & Down Stairwells



5th Stoop Stairwells



5. **Noise during Academic Time.** Due to academic instruction taking place in a hybrid on-line / in-person environment, cadets are held to the same standard during Morning Call to Quarters that they are to Evening Call to Quarters. Members of the Commandant’s Staff and the guard team ensure that noise is kept to a minimum during the entire academic day.

6. **PPE Rules.**

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- a. Cadets must wear facial coverings inside of barracks except within their assigned rooms, latrines, and showers.
 - b. Facial coverings are not required when cadets are in their own room.
 - c. If cadets are authorized to visit another cadet's room, they must wear a face covering.
 - d. Cadets need not wear facial coverings while eating in Lejeune Hall
7. **Drum Outs.** To mitigate the spread of illness, the entire Corps does not report to the Old Barracks stoop railings during drum outs. Rather, one individual from each cadet room reports to the railing. Cadets maintain social distancing throughout the entirety of the drum out.
8. **Quarantine.** Cadets suspected of being exposed to COVID-19 are quarantined, along with all of their roommates, in their barracks room.
- a. Quarantined cadets are not authorized to visit other cadet rooms or have other cadets visit their room.
 - b. Quarantined cadets use the handicapped bathroom on their respective stoop.
 - 1) The handicapped bathroom is no longer available for female cadets when being utilized by quarantined cadets and will be so marked to avoid confusion.
 - 2) Quarantined cadets must wear facial coverings when transiting between their room and the bathroom and/or shower.
 - c. Meals.
 - 1) The Commandant and Regimental Staff will work out a schedule using various cadet staffs and/or the VMI Guard Team to ensure cadets in quarantine are provided regular meals. This will mean delivering Crozet take away meals to individual rooms in barracks.
9. **Isolation.** Cadets diagnosed with COVID-19 by the Institute Physician will be isolated in a room in Moody Hall for 14-days or deemed free of the disease by the Institute Physician.
- a. Each room in Moody Hall has its own bathroom.
 - b. The Commandant and Regimental Staff will work out a schedule using various cadet staffs and/or the VMI Guard Team to ensure cadets in isolation are provided regular meals. This will mean delivering Crozet take away meals to Moody Hall.
 - c. Additional details are included in APPENDIX 1 (Reception and Repopulation Plan) to ANNEX Q (Medical Services) of this plan.

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Tab N (Commandant Office Interactions) to APPENDIX 2 (Cadet Life) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN.

Commandant Office Interactions: Face-to-face contact within the Commandant Office Suite is reduced through the submission of permits and specials into the box outside of the Commandant's Office and the maintenance of social distancing measures in the foyer of the office.

1. **Permits.** Permits are processed as usual.
 - a. Cadets submit permits to the box outside of the Commandant's Office.
 - b. The Deputy Commandant reviews the permits daily and approves or disapproves each one.
 - c. Cadets report to the Deputy Commandant to clarify stipulations in the permit on an "as needed" basis.

2. **Accountability Specials.**
 - a. Cadets place accountability specials that are to receive only demerits or are to be scratched (IE: late, formed in the wrong spot, incorrect special, etc.) into the box outside of the Commandant's Office.
 - b. These specials are reviewed daily and a corresponding penalty is assigned.

3. **Other Specials.**
 - a. All other specials are answered between 1330 and 1530hrs each day, Monday through Friday.
 - b. Specials are also answered between 0700 and 0800hrs two days a week.
 - c. A member of the Guard Team is stationed in the glass enclosed cubicle in the Commandant's Office to maintain social distancing requirements.
 - d. Cadets must wear facial coverings while visiting the Commandant Office suite.

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TAB O (Religious Support Activities) to APPENDIX 2 (Cadet Life) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

Religious Support Activities: VMI Chaplain's Office will make every reasonable effort to accommodate the religious needs of all cadets while observing all social distancing requirements and Institute directives.

1. Optional Prayer time on Matriculation Day.
 - a. Traditionally an optional prayer time is offered to new cadets and their families on Matriculation Day. In recent years as many as 200 people have attended this event. It takes place in JM Hall at 1300hrs.
 - b. This optional event can remain on the Matriculation Day schedule. As participants arrive, they will be required to observe social distancing guidance. They will be directed to utilize all seating areas in JM Hall, including the balcony.

2. Religious Services (Matriculation Day +1)

On Matriculation Day +1 there is a one hour break in Rat training to offer religious services. Cadets are divided into the following 5 groupings:

- a. Catholic (approx. 200 Rats) Fr. Joe D'Aurora will take this group. Location TBD (Traditionally this group meets in the large lecture hall in Mallory Hall).
 - b. Liturgical Protestant (approx. 60 Rats) Two local liturgical pastors take this group. Location TBD. (Traditionally this group goes to NEB Auditorium).
 - c. Collective Protestant (approx. 200 Rats) CH Phillips will take this group into JM Hall and observe social distancing requirements and Institute directives. Rats will utilize all seating areas throughout the chapel, including the balcony.
 - d. Low density faith groups and unaffiliated (approx. 40 Rats) CH Casper will take this group to Cocke Hall and observe social distancing requirements and Institute directives.
 - e. Cadets desiring to return to their room (approx. 0-6 Rats).
3. Rat Sunday (Matriculation Day +8). TBD
- a. Traditionally 30+ churches and other religious organizations set up tables in the CLE. Rats have an opportunity to meet the various representatives and then go off post to church services with them.
 - b. The Institute Chaplain also utilizes this time introduce the Rats to the roles, functions and programs of the Chaplain's Office.

Further guidance and coordination is needed regarding outside organizations coming on Post and the feasibility of cadets going off post.

4. Regularly Scheduled Weekly Religious Services

The weekly Collective Protestant Worship Service will continue to meet on Sunday evenings at 2000hrs in JM Hall. Social Distancing requirements and Institute directives will be observed. Cadets will be seated throughout JM Hall to include the balcony.

5. Religious Clubs

All religious clubs, religious activities, and Bible studies will meet in keeping with Blue Book orders and permits. Meeting locations will be adjusted to comply with social distancing requirements and Institute directives.

6. Abigail Inn Rat Ministry—TBD

Traditionally, approx. 30 Rats participate in the weekly Abigail Inn program. Guidance and coordination is required to determine if this program will occur this year.

7. Individual Meetings with Chaplains.

- a. All cadets desiring to meet with the chaplains will be required to schedule an appointment. Face to face meetings will be minimized. When appropriate, individual meetings will be conducted over Zoom, telephone, Teams etc. Only emergency walk-ins will be allowed.
- b. Particular attention will be paid to wiping down surfaces, wearing facial coverings, maintaining social distancing requirements, and observing Institute directives.

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APPENDIX 3 (NCAA Activities) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

1. **Situation.**

- a. General. See base OPLAN.
- b. Special. The Athletic Director will implement the Fall 2020 NCAA activities and the Commandant's Director of Activities will implement the Fall 2020 club activities. VMI anticipates being able to host and travel to participate in NCAA competitions in football, soccer, rifle, cross country, basketball, swimming and diving, water polo, and wrestling during the Fall 2020 semester. Club sports will continue under similar guidelines. Details regarding the competitions and spectators are included in this appendix. All PPE will be in place prior to phase one of this plan.

Phase I will begin on 11 July 2020 and end on 24 August 2020 when cross country returns. Club sports begin in September during Phase V and run through May 2021. This includes up to 21 different sport options with the same limitations as NCAA when available as a general guide.

c. Constraints, Restraints, & Limitations

1) Constraints (Must Do):

- a) The current limits on number of people allowed in a space in accordance with the Governors Executive Order 65 will control the number allowed to attend sporting events as well as practice together. Currently, we are at 50% of the lowest occupancy number per athletic facility for outdoor events (see table, page 4 of this annex.) and 30% for indoor events or 50 people, whichever number is lower.
- b) We must take precautionary measures to ensure safe athletic events for both the athletes, staff, and the spectators at all events and not violate the Executive Order 65. The use of PPE shall reflect policy for the rest of the institution for all staff and faculty while in close proximity to cadets, faculty, staff and spectators. Patient confidentiality is maintained and reported to the proper authority when symptoms arise.

2) Restraints (Must NOT Do): NONE.

3) Limitations: Athletics currently has limited or no testing ability to identify COVID-19 positive individuals; however, will coordinate through the Institute Physician for any cadet exhibiting symptoms.

- d. Risk. The risk of transmission of COVID-19 from outside sources during an event or practice is high due to the proximity of athletes to staff and spectators.
- e. Specific Areas of Concern. Proper PPE measures created for each vulnerable athletic area on campus. Capacities to practice, train, spectate, and compete in weight rooms, locker rooms, athletic training rooms, and facilities to include Cameron Hall, Cocke Hall, Grey-Minor Stadium, Corps Athletic Training Facility, Patchin Field, and Clark King Hall. Less training opportunities could lead to more injuries as seasons begin.
- f. Assumptions. All PPE will be in place and phase two (50% capacity) or phase three (no limits on capacity) of the Governor's Executive Order in effect.

2. **Mission.** The athletic sub-committee is responsible for planning, training, executing, and evaluating any athletic event, either NCAA or Club, on campus for COVID-19 best practices. This includes education on COVID-19 transmission safety measures and prevention training at all on post facilities as well as safety measures for traveling to and from competitions. They are also responsible for compliance of the safety measures and enforcement of the policies set forth in this order.

3. **Execution.**
 - a. Scheme of Support. The athletics sub-committee has broken down the areas of focus into 9 areas: training opportunities, travel, Saturday training, educational materials, athletic training room use, weight room use, locker room use, facilities on campus and event operations. Each area impacts the day-to-day athletic activities of the Corps to include home competitions.
 - b. Subordinate Elements. The Superintendent's intent is to provide a safe and healthy environment for the VMI community. The Athletic Department will take the following measures to ensure his intent:
 - 1) Training opportunities for each sport will be throughout the day instead of 1600 to 1800 only to facilitate less congestion in the training areas. Early morning workouts before BRC or later if eating times are staggered. Midday workouts and evening or late BRC staggered times. The training schedule for the Corps will spell out the times for formations and coaches can plan accordingly. Weekend training can take place once all other corps obligations are completed.
 - 2) Travel to and from competitions will follow CDC and VDH regulations to include social distancing and wearing facial coverings on bus, train, car, or vans. The return to barracks protocol for all athletic events (NCAA and/or Club Sport) will mirror VMI Policy for furlough return. (see ANNEX Q (Medical Services). The use of an electronic symptom questionnaire for participants to submit upon return will also be mandatory for each travel event.
 - 3) Educational material about COVID-19 is essential for coaches, staff, and athletes. Presentations videos available online and additional signage will be created and posted in various locations around campus in accordance with CDC and VDH guidelines. Topics to include are the importance of social distancing, good hygiene, (especially hand washing), proper use of face coverings in public and at work, reporting systems, importance of self-isolation and quarantine, virus transmission, and the importance of contact tracing.
 - 4) Athletic training rooms for NCAA and Club Rugby, Boxing, and Lacrosse, (new in Cocks Hall room 304 in 2020) must follow strict guidelines to allow athletes to receive adequate care before, during, and after workouts/competitions. Trainers must review medical histories on each cadet for comorbidities. (Asthma, EIA, Sick cell trait, High Blood pressure.) Temperature checks will be conducted daily by the AT staff, with readings higher than 100.4 degrees Fahrenheit referred to the infirmary immediately. In conjunction with temperature checks, symptom questionnaire will be completed daily by athletes and staff. Staff will wash /sanitize hands between patients and frequently disinfect high touch areas to include tables and modalities after each use. There are no shared water sources to include whirlpool and cold

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- plunge pools and athletes will shower before entering the training room post practice. Training rooms will be reorganized with treatment tables and equipment relocated to promote social distancing. Appointments will be made directly with athletic trainers throughout the day. No food or drink will be allowed in the treatment rooms. Disinfection of the ATR with the new fogger (Victory Electrostatic Handheld) to include the floor will occur nightly while wearing PPE.
- 5) Weight room use in all areas must have strict rules posted at entrances and exits to minimize exposure to athletes. Reduce occupants at any given time to mandated guidelines by CDC and VDH. Athletic staff will ensure enhanced sanitation throughout the day. Each athlete or coach is required to disinfect each piece of equipment after use and additional sanitation and disinfectant supplies will be made available. Disposable towels should be used when practical and cloth towels are to be used only once. Staff will wash and sanitize hands frequently, wear facial coverings when possible, and practice social distancing when exercising. Exercises will be in accordance with guidelines set by CDC and VDH.
 - 6) Locker rooms will need to be scheduled to reduce congestion. Wearing facial coverings when possible, posting signage for hygiene sanitation and cleaning and disinfecting high touch areas frequently by facility staff.
 - 7) Indoor facilities on campus should remain closed to the public and strict adherence to schedule of use maintained by each building coordinator. All equipment cleaned after each use by individuals and staff frequently. Enhanced sanitation by Physical plant after each event to include bathrooms, spectator areas, and handrails. Stairwells should be directionally marked (one-way) to promote ease of movement and reduce congestion. Additional signage for promoting social distancing installed on the floors and walkways. Disinfect high touch areas frequently and throughout an event.
 - 8) Event operations will not exceed the occupancy level for each venue set by CDC and VDH (see Table 1 for calculation examples) and will be monitored closely by event staff. Athletic staff and physical plant will work closely together to restructure the entrances and create procedures for pedestrian traffic flow both in and out of the stadium in the following ways:
 - a) Tables separating bag checkers from the public at each entrance.
 - b) Eliminate the main entrance and only use the side entrances.
 - c) Potentially opening gates early to allow for social distancing of the lines.
 - d) Sanitize each entrance and high traffic areas frequently.
 - e) Event staff in PPE with plexiglass installed at satellite ticket booths.
 - f) Workers on the ground to promote social distancing at gates and concession stands with well-defined lines.
 - g) Public Address system will make frequent announcements to promote social distancing reminders.
 - h) Strict enforcement of credentials to eliminate crowding in the press box.
 - i) Press box will move to individual serving portions or boxed meals or the elimination of the meal altogether.
 - j) Require review of entering and exiting plans for seating in the stands and eliminate exiting across alumni memorial field.
 - k) Eliminate rat pushups after scoring or greatly modify who does them.
 - l) Bathrooms adjusted to account for social distancing with well-defined lines.

- c. **Coordinating Instructions.** Physical Plant workers will be needed to fulfill the requirements of sanitizing frequently before, during, and after events. Plexiglass shields are needed for the satellite ticket booths before the first contest. Continue to have Physical Plant on-call information available for the athletic staff in case of an emergency. Infirmary will need to be alerted if symptoms appear and a cadet needs to be admitted as a result of screening.

Table 1 Capacity at each facility

<i>Facility</i>	<i>Current Capacity</i>	<i>50% Capacity</i>	<i>Social Distance Capacity</i>
<i>Foster Stadium*</i>	<i>10,000</i>	<i>4,218</i>	<i>1,362</i>
<i>Cameron Hall</i>	<i>4,998</i>	<i>2,499</i>	<i>528</i>
<i>Cormack</i>	<i>726</i>	<i>363</i>	<i>46</i>
<i>Gray-Minor Stadium</i>	<i>1,400</i>	<i>700</i>	<i>134</i>
<i>CPTF</i>	<i>1,800</i>	<i>900</i>	<i>n/a</i>

**Includes calculation of General Admission Standing Room Only.*

Physical seats available equal 8,436. 50% capacity and social distancing capacities calculated with physical seat number. Does not account for "clusters" of families sitting together.

4. **Sustainment.** Athletic staff continues to monitor and evaluate as guidelines change. PPE requirements are masks, gloves, disposable paper towels, cloth towels, plexiglass shields, bleach, spray bottles, thermometers have been ordered and will be replenished as required.
5. **Command and Signal.**
- a. **Command.** The Athletic Director is responsible for command and control of NCAA events. The Assistant Commandant for Support is responsible for club sports and extracurricular activities. The Institute Physician is responsible for admittance into the infirmary upon identified symptoms relating to the questionnaire.

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APPENDIX 4 (Matriculation Plan) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

1. Situation.

- a. General. *Refer to Base OPLAN.*
- b. Special. Matriculation Day for VMI is a significant emotional event for our matriculating cadets and their parents. For some, this is the first time they will see the VMI Post and the imposing Gothic architecture of the VMI barracks. For others, it is the first time they have been separated from their parents for an extended period of time. For others still, it is a day full with anticipation and angst as they contemplate not only the challenges of a college-level academic curriculum, but also the fact that it is occurring within the rigor of VMI's unique educational model. Whatever the circumstance of each Matriculants and his or her parents, we can be certain that the moment will be exacerbated by the ongoing COVID-19 pandemic. Therefore, matriculation becomes our opportunity to create a favorable first impression that assures cadet and parents alike that VMI not only educates honorable men and women but also cares deeply about their health and well-being.
- c. Constraints, Restraints, & Limitations.
 - 1) Constraints (Must do).
 - a) Must screen and evaluate every person entering the VMI Post for matriculation day events.
 - b) Must strictly and tactfully enforce mitigation measures with respect to social distancing and facial coverings.
 - 2) Restraints (Must NOT do). Must not create an environment that inadvertently allows the introduction of COVID-19 onto the VMI Post.

2. **Mission.** On 15 and 16 August 2020, VMI conducts matriculation for the inbound class of 2024 in a manner that not only ensures the health and safety of our newest cadets but also their family and the entire VMI community.

3. Execution.

- a. Scheme of Support. VMI's matriculation will be conducted over two days in a very deliberate manner that separates participants by time and space to avoid large group arrivals and congestion. The 500+ Matriculants will be divided into two groups with one group arriving on Saturday, 15 August and the second group arriving on Sunday, 16 August. Matriculants will be notified via their VMI email of the date and time to report. Our intent is to process roughly 40 new cadets per hour during the seven hour block of time set aside for the administrative portion of the process. Each Matriculant may have only two escorts accompany them to matriculation.
 - 1) Matriculation on 15 August will begin at 0700 for the new cadet athletes and international cadets that are already on Post. These cadets were medically screened upon their earlier arrival and are not required to go through the screening again. Other than that difference, all other elements of the matriculation process will be the same as described below.
 - 2) Matriculation on both days will run from 0800-1500.
 - 3) New cadets and their two escorts arrive at VMI and are directed to the parade ground for parking.

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- 4) From the time they exit their vehicles until matriculation concludes, face coverings are worn by all participants.
 - 5) Matriculants and their guests will be directed to the central health screening tent located on the parade ground. Here, temperature checks and symptom screening will occur for both the incoming cadets and the family and/or friends that are accompanying them.
 - 6) Once screened and cleared, the cadets will be issued four additional cloth face coverings and the group of three will be directed to Cameron Hall.
 - 7) In Cameron Hall each family unit will be socially distanced and asked to wait until they are called by name to the Corps Physical Training Facility (CPTF) next door. Normal seating capacity of Cameron Hall is ~5,000. While waiting, they have the opportunity – and are encouraged – to conduct uniform fitting and issue. There will be upper class VMI cadets available to explain the process and assist.
 - 8) Once called and escorted to the CPTF, each party will be met by VMI admissions to complete any remaining administrative paperwork. After finishing with admissions, they will be escorted to the upper level track around which the matriculating stations will be established. They will be directed along a well-marked route that ensures proper social distancing and will not move to the next station until directed to do so.
 - 9) Once all stations are complete, the new cadet and family members will be advised that their next scheduled appointment is to be seated in Cameron Hall not later than 1500 for the Superintendent's welcome remarks. Depending on the time available between completing the matriculation process and the Superintendent's welcome remarks, there are a number of items Matriculants should complete.
 - a) If unable to complete uniform measuring and issue while waiting to be called to the CPTF, new cadets will be directed to return to the initial uniform measuring and issue point in Cameron Hall to complete that process.
 - b) New cadets and their family/friends will then move from Cameron Hall to Coker Hall (gymnasium) to visit the Matriculation Fair.
 - c) Following the Matriculation Fair, new cadets will be directed to move their personal effects into their assigned rooms in the VMI barracks. Only new cadets will be allowed into barracks. No family members will be authorized to enter barracks.
 - d) Lunch will be available in Crozet Hall (the VMI dining facility) from 1100-1300.
 - 10) At 1500, new cadets and their family/friends should be seated in Cameron Hall for welcome remarks from the Superintendent and other members of staff and Corps of Cadets.
 - 11) At approximately 1545, new cadets will be called from the stands to the floor of Cameron Hall where they will form up by company for a 1600 "march-up" to the VMI barracks.
 - 12) Once the new cadets are marched into the barracks, the Matriculation ceremony has ended and they will be taken to their assigned rooms by cadet upperclassmen.
- b. Subordinate Element Tasks.
- 1) Deputy Superintendent for Academics and Dean of the Faculty.
 - a) Registrar. Responsible for matriculation set up and the smooth flow of Matriculants through the stations.

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- b) Academic Department Heads. Provide faculty members to man your station on upper level track in the CPTF. No more than two faculty members per station.
 - c) ROTC Detachments. Focus of effort is welcoming new cadets.
 - 2) Deputy Superintendent for FAS
 - a) Auxiliary Services.
 - (1) Ensure the dining facility is open and prepared to support the noon meal for Matriculants and their family/friends, as well as the cadets on Post supporting matriculation.
 - (2) Ensure QMD and military store are prepared to support uniform sizing and initial issue from Cameron Hall.
 - (3) Ensure the barber shop is prepared to provide haircut on both days.
 - b) VMI Infirmary. Oversee operations at the central medical screening tent.
 - c) Physical Plant. Assist in set up of the CPTF, the Matriculation Fair in Cocke Hall, and parking and traffic setup.
 - 3) Commandant's Office.
 - a) Work with the Admissions office and Registrar to assign report dates and times to Matriculants.
 - b) Ensure the Director of Activities organizes and sets up the Matriculation Fair in Cocke Hall.
 - c) Provide oversight and control of barracks move-in.
 - c. Coordinating Instructions.
 - 1) All VMI faculty, staff, employees, and cadets engaged in Matriculation activities will wear a face covering and practice social distancing when practical.
4. **Command and Signal.**
- a. Command.
 - 1) The Deputy Chief of Staff for Operations is the Office of Primary Responsibility for the overall matriculation. He is assisted by:
 - a) FAS for the Cameron Hall arrival, staging, and uniform measuring and issue.
 - b) The VMI Registrar for the CPTF portion of the matriculation process.
 - c) The Commandant's Office for the Matriculation Fair in Cocke Hall, Welcome Ceremony, and March up.

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STATUS		SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
CQ AFTER TAPS	RQ	RQ 0600-1900	RQ 0600-0700	RQ 0600-0700	RQ 0600-0700	RQ 0600-0700	RQ 0600-0700	RQ 0600-0700 <small>Remedial PT 0600-0700</small>	
MORNING CQ 0700-1300		0700 STATUS CHECK	Rat BRC 0615 1st BN BRC 0640 2nd BN BRC 0700	Rat BRC 0615 1st BN BRC 0640 2nd BN BRC 0700	Rat BRC 0615 1st BN BRC 0640 2nd BN BRC 0700	Rat BRC 0615 1st BN BRC 0640 2nd BN BRC 0700	Rat BRC 0615 1st BN BRC 0640 2nd BN BRC 0700	Rat BRC 0615 1st BN BRC 0640 2nd BN BRC 0700	
		1000-1300 BRUNCH	1st CP 0800-0850	1st CP 0800-0915	1st CP 0800-0850	1st CP 0800-0915	1st CP 0800-0850	0800-1200	
			2nd CP 0905-0955	2nd CP 0930-1045	2nd CP 0905-0955	2nd CP 0930-1045	2nd CP 0905-0955	Dean's, Commandant, or ROTC Saturdays per published schedule	
			3rd CP 1010-1100	3rd CP 1100-1215	3rd CP 1010-1100	3rd CP 1100-1215	3rd CP 1010-1100		
			4th CP 1115-1205	Lunch 1	4th CP 1115-1205	Lunch 1	4th CP 1115-1205		
			0700-1900 RQ	5th CP 1220-1310	4th CP 1230-1320 (50 min class)	5th CP 1220-1310	4th CP 1230-1320 (50 min class)	5th CP 1220-1310	DRC 1100-1300 Cadet walkdown
			PTs 1300-1600	6th CP 1325-1415	Lunch 2	6th CP 1325-1415	Lunch 2	6th CP 1325-1415	PTs 1300-1600
				7th CP 1430-1520	5th CP 1335-1450 Lunch 3	7th CP 1430-1520	5th CP 1335-1450 Lunch 3	7th CP 1430-1520	
				8th CP 1535-1625	6th CP 1505-1620	8th CP 1535-1625	6th CP 1505-1620	8th CP 1535-1625	CMD - SRC RQ
					Lab ends 1625		Lab ends 1625		
			1630-1850 NCAA Sports 1630-1800 PTT	1630-1850 NCAA Sports 1630-1800 Rat Challenge 1630-1800 Club Sports	1630-1850 NCAA Sports 1630-1800 RQ 1630-1800 Club Sports 1630-1800 PTs 1630-1700 REMEDIAL PT 1630-1800 Cadre Rat Tng	1630-1850 NCAA Sports 1630-1800 Rat Challenge 1630-1800 Club Sports	1630-1730 Parade 1630-1850 NCAA Sports		
								RAT SRC 1840 1st BN SRC 1840 2nd BN SRC 1900 Late Supper 1930	
		SRC: 1900	RAT SRC 1840 1st BN SRC 1840 2nd BN SRC 1900 Late Supper 1930	RAT SRC 1840 1st BN SRC 1840 2nd BN SRC 1900 Late Supper 1930	RAT SRC 1840 1st BN SRC 1840 2nd BN SRC 1900 Late Supper 1930	RAT SRC 1840 1st BN SRC 1840 2nd BN SRC 1900 Late Supper 1930	RAT SRC 1840 1st BN SRC 1840 2nd BN SRC 1900 Late Supper 1930	SRC - CQRB RQ	
			Extracurricular Activities (Clubs & Staffs) 1945-2100	Extracurricular Activities (Religious and Class mtgs) 1945-2100	Dean's Lecture Period 1945-2100	Dean's Lecture Period 1945-2100			
		Evening Study Period 1945-2315	Evening Study Period 1945-2315	Evening Study Period 1945-2315	Evening Study Period 1945-2315	Evening Study Period 1945-2315	Evening Study Period 1945-2345		
		2315-2330 CQRB	2315-2330 CQRB	2315-2330 CQRB	2315-2330 CQRB	2315-2330 CQRB			
		2330 TAPs	2330 TAPs	2330 TAPs	2330 TAPs	2330 TAPs	2345-2400 CQRB	0045-0100 CQRB	
							2400 TAPs	0100 TAPs	
CQ AFTER TAPS		REST	REST	REST	REST	REST	REST	REST	

APPENDIX 6 (Decision Support Matrix) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

DP #	Decision What decision must be made? (Who is Decision Authority?)	Criteria/Conditions Criteria are conditions that when met require that the decision be made	Actions Actions to be taken/executed	CCIR What are the critical information requirements to support this decision and where do we find answers
1	Return to a Phase II posture (Superintendent)	<ul style="list-style-type: none"> • Number of active cases at VMI is steadily increasing & VDH recommends increasing mitigation measures. • Carilion Health facilities have notified county officials that their surge capacity is reduced or degraded. • The Governor announces rising concern over the rate of increase in active cases in the state/region. • The Governor directs a return to a Phase II mitigation posture. 	<ol style="list-style-type: none"> 1. Increase social distancing in classrooms (drop from 50% to 30% occupancy). 2. Increase social distancing in dining facility (drop from 50% to 30% occupancy during meals) 3. Reduce or eliminate RAT challenge, PTT, club sports and other organized activities that cause cadets to congregate during the activity and in the showers afterwards. 4. All NCAA activities held without spectators. 	<ol style="list-style-type: none"> 1. Has there been a spike/resurgence in local COVID-19 cases? 2. Has there been a reduction in regional surge health care capacity? 3. Is VMI's culture of compliance effective? 4. Is there an emerging or ongoing Post outbreak? 5. Is the State contemplating moving – or has the State moved – back to a higher mitigation posture. <p>Resources:</p> <ol style="list-style-type: none"> 1. VMI EM 2. VDEM 3. VDH 4. Rockbridge County Emergency Management Services 5. Commandant of Cadets 6. Institute Physician
2	Return to a Phase I posture (Superintendent)	<ul style="list-style-type: none"> • Governor directs K-12 to close. • Number of active cases at VMI is approaching isolation & quarantine capacity. • Carilion Health facilities have notified county officials that their surge capacity is reduced or degraded. • The Governor announces rising concern over the rate of increase in active cases in the state/region. 	<ol style="list-style-type: none"> 1. All class conducted online at VMI. 2. All military duty and club activities cancelled. 3. All NCAA activities cancelled. 4. All meals walk-down and take-out only. 5. Close Post to all non-essential VMI personnel 	<ol style="list-style-type: none"> 1. Has there been a spike/resurgence in local COVID-19 cases? 2. Has there been a reduction in regional surge health care capacity? 3. Is VMI's culture of compliance effective? 4. Is there an emerging or ongoing Post outbreak? 5. Is the State contemplating moving – or has the State moved – back to a higher mitigation posture.

		<ul style="list-style-type: none"> • The Governor directs a return to a Phase I mitigation posture. 		Resources: 1. VMI EM 2. VDEM 3. VDH 4. Rockbridge County Emergency Management Services 5. Commandant of Cadets 6. Institute Physician
3	Allow the Corps to Depart for Thanksgiving 96-hr pass (Superintendent)	<ul style="list-style-type: none"> • Numbers of current active cases on Post are low. • There is no COVID resurgence in the local community • There is no outbreak on Post • There is no COVID resurgence elsewhere in the US (one state = all states for release purposes) 	1. Authorize departure completion of academic duty Wed, 25 Nov and return NLT Taps, Sun, 29 Nov 2. Limit range of travel to Virginia and contiguous states	1. Are local confirmed cases stable or dropping? 2. What is the status of confirmed cases or suspect cases in the Corps of Cadets? Among State employees? 3. What are the COVID conditions in the state of VA and contiguous states? 2. Is regional surge health care capacity stable? Resources: 1. VMI EM 2. VDEM 3. VDH 4. Rockbridge County Emergency Management Services 5. Commandant of Cadets 6. Institute Physician
4	Close VMI for the remainder of the semester (BOV)	<ul style="list-style-type: none"> • Number of active cases at VMI has reached our isolation and quarantine capacity. • An outbreak among Parkhurst employees prohibits meal service. • VDH recommends closing the Institute. • Governor directs K-12 to close. • The Governor directs a stay at home policy. 	1. Inform VMI faculty, staff, employees, and cadets 2. Inform parents 3. Inform local community leaders 4. Implement “shutdown” plan 5. Lock down the Post	1. Are the numbers of confirmed COVID-19 cases increasing in the state of VA? In Rockbridge County? In Lexington? 2. Are VDH and our interagency partners predicting a resurgence? 3. Is it a spike or a resurgence? 4. Has there been a reduction in regional surge health care capacity? 5. Is there an emerging or ongoing Post outbreak?

				<p>6. Is the Governor contemplating a stay at home order? 7. Does VMI have time to execute a deliberate shutdown plan? 8. Is it smarter to quarantine the Corps for a period before turning them loose to go home? Has the resurgence hit or is it coming?</p> <p>Resources: 1. VMI EM 2. VDEM 3. VDH 4. Rockbridge County Emergency Management Services 5. Institute Physician</p>
5	Relax facial covering requirements (Superintendent)	<ul style="list-style-type: none"> • Governor changes higher education guidance • Commonwealth moves from Phase III to its “new normal” 	<ol style="list-style-type: none"> 1. Do not require facial coverings in barracks 2. Do not require facial coverings in classrooms 3. Do not require facial coverings in formations 	<ol style="list-style-type: none"> 1. Has the State modified its guidance to the IHE re: COVID mitigation strategies and requirements? 2. Has the State announced a move from Level III to some a less restrictive set of guidelines related to facial coverings and social distancing. <p>Resources: 1. VMI EM 2. VDEM 3. VDH 4. Rockbridge County Emergency Management Services 5. Institute Physician</p>
6	Relax social distancing requirements (Superintendent)	<ul style="list-style-type: none"> • Governor changes higher education guidance • Commonwealth moves from Phase III to its “new normal” 	<ol style="list-style-type: none"> 1. Return to 100% occupancy for in-person courses. 2. Return to normal Corps march downs. 3. Return to normal dining facility occupancy. 4. Return to normal dining procedures. 5. Relax occupancy restrictions in weight rooms and training facilities. 	<ol style="list-style-type: none"> 1. Has the State modified its guidance to the IHE re: COVID mitigation strategies and requirements? 2. Has the State announced a move from Level III to some a less restrictive set of guidelines related to facial coverings and social distancing. <p>Resources: 1. VMI EM</p>

			6. Resume, to the extent possible, Rat Challenge and Rat training activities. 7. Allow visitation in Barracks.	2. VDEM 3. VDH 4. Rockbridge County Emergency Management Services 5. Institute Physician
7	Return to Routine GO #1 minus changes to noon academic schedule (former DTT, CTT, PTT) (Superintendent)	<ul style="list-style-type: none"> • Governor changes higher education guidance • Commonwealth move from Phase III to its “new normal” <ul style="list-style-type: none"> ○ No facial covering requirement ○ No social distancing requirement ○ No limits on social gatherings 	1. One BRC formation at 0650. 2. One SRC formation at 1900. 3. Taps returns to normal times (SU-TH: 2330; F: 2400; Sat: 0100). 4. Academic day returns to 0800-1600.	1. Has the State modified its guidance to the IHE re: COVID mitigation strategies and requirements? 2. Has the State announced a move from Level III to some a less restrictive set of guidelines related to facial coverings and social distancing. Resources: 1. VMI EM 2. VDEM 3. VDH 4. Rockbridge County Emergency Management Services 5. Institute Physician

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APPENDIX 7 (VMI Shutdown Plan) to ANNEX C (Operations) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

1. **Situation.**

- a. General. *Refer to Base OPLAN.*
- b. Special. A normal barracks closeout invites thousands of family and friends to the VMI Post to help cadets clear barracks and pack their belongings for the trip home. Under the conditions that would cause VMI to once again shut the Post down, that congestion is a threat to the health and well-being of the VMI and local communities. The VMI shutdown plan cannot contribute to that threat and it must be the central element in planning and executing the plan.
- c. Constraints, Restraints, & Limitations
 - 1) Constraints (Must do)
 - a) As we are likely shutting down due to a resurgence of COVID-19, we must avoid large concentrations of people on the Post.
 - b) Must reinstitute strict public health mitigation measures (i.e., social distancing, facial coverings, limit the congregation of groups & etc.)
- d. Risk. This is a delicate decision for many reasons that must be handled carefully and deliberately to prevent a mass exodus that creates congestion on Post, in the town of Lexington, and on the local highways. We must also carefully consider the circumstances. A looming resurgence is a solid reason for shutting down the Institute and having the Post cleared before it hits; however, an outbreak on Post may not be the right time to close the Post and send everyone away. Doing so could put at risk a much larger population across the country. In that instance, it may be smarter to transition to an online format and isolate/quarantine the Corps on Post until the outbreak has cleared and then make the decision about sending the Corps home.
- e. Specific Areas of Concern. Limiting congestion on Post.
- f. Assumptions.
 - 1) This decision will be a VMI conditions-based decision.
 - 2) VMI will drive the shutdown timeline.
 - 3) Faculty, staff, & employees will be phased to telework status and/or reduced hours over the same period of time
 - 4) VMI will be able to keep the dining facility open to support cadets remaining on Post
 - 5) Public/mass transportation remains a viable means to get cadets home

2. **Mission.** On order and conditions based, VMI ceases in-person classes, releases the Corps of Cadets, closes the Post, and transitions to online classes for the remainder of the semester.

3. **Execution.**

- a. Scheme of Support. Unlike the Spring 2020 semester transition to online classes, if *local* COVID-19 conditions require a similar shift to wholly online classes, VMI will conduct a deliberate, phased shutdown. We will remain in close contact with VDH throughout the semester keeping them apprised of our active cases, as well as isolation and quarantine capacity.
 - 1) Phase 0: Monitor local (on Post & surrounding area), state, & national conditions.

- a) The VMI Emergency Manager will monitor conditions in concert with the Institutions of Higher Education and Regional Partners (IHERP) subcommittee of the Regional Emergency Management Group.
- b) Specific conditions to be monitored:
 - (1) Number of active cases on Post have reached VMI's capacity for isolation and quarantine.
 - (2) The number of active cases in the surrounding area have increased resulting in VDH issuing warning about the likelihood of a resurgence.
 - (3) Augusta and Carilion Health facilities have notified county officials that their surge capacity is reduced or degraded.
 - (4) The Governor has announced rising concern over the rate of increase in active cases in the state/region.
 - (5) VDH recommends closing the Institute.
- 2) Phase I: Announcement to the VMI community of our intent to shut down.
 - a) Indications and warning through the CDC, VDH, and IHERP suggest that a resurgence is imminent, but has not yet occurred.
 - b) The Superintendent, with the concurrence of the BOV, makes the determination to shut down the Post.
 - c) Ten days before the actual departure of cadets begins, the Director of Communications and Marketing, FAS, and the Commandant of Cadets begin notifying the VMI and local communities.
 - d) This action also serves as the warning order to faculty and cadets that online classes will begin at the end of those ten days.
 - e) Notional timeline for Phase I:
 - (1) Saturday: make announcement to the VMI Community. Cadets and families begin making travel arrangements.
 - (2) Sunday: continued travel arrangements.
 - (3) Monday – Wednesday:
 - (a) Continue in-person classes while making preparations for the transition to a wholly online format.
 - (b) Cadets begin individual clearing tasks such as turning in rifles and other organizational property, turning in unneeded VMI uniforms, turning in athletic/club uniforms, and pulling personal belongings out of the trunk rooms.
 - (4) Thursday – Friday
 - (a) Suspend in-person classes.
 - (b) Cadets turn-in all ROTC gear and equipment.
 - (c) Cadets meet with academic advisors and/or faculty to answer any last minute questions about online expectations.
 - (d) Rooms are prepared for final inspection and clearance.
- 3) Phase II: Departure of the Corps of Cadets and transition to online classes.
 - a) To avoid massive congestion on Post and the surrounding area, the departure of the Corps will be in stages based on the distance of their destination from VMI and their mode of transportation.
 - (1) Stage A: departure of cadets who live within three hours driving distance of VMI. For safety considerations, this driving distance provides for a relatively

- short driving day for either the cadet (if a first classman) or the family member picking up the cadet.
- (2) Stage B: departure of cadets who live further than three hours but who returning to their home via personal owned vehicle (POV) as opposed to public transportation.
 - (3) Stage C: departure of cadets returning home by air or other public transportation that may have taken time to coordinate. Also cadets whose family member could not get to VMI the day prior, but are traveling by POV.
 - (4) Stage D: departure of all remaining cadets.
- b) Notional timeline for Phase II:
 - (1) Thursday afternoon: Stage A cadets depart.
 - (2) Friday: Stage B cadets depart.
 - (3) Saturday: Stage C cadets depart.
 - (4) Sunday: Stage D cadets depart.
 - c) Cadets in isolation and/or quarantine at the time Phase II commences will complete their isolation and/or quarantine and be medically cleared by the Institute Physician before departing Post.
 - d) International cadets who do not have friends or family in the US will be authorized to remain in barracks.
 - (1) International cadets will transition to VMI summer session attire.
 - (2) International cadets will not be permitted to leave Post until the threat has passed.
 - (3) International cadets remaining in barracks will be authorized to eat in the dining facility.
 - e) Academic buildings and athletic facilities will remain open during this phase so cadets can recover academic materials and personal belongings that need to go with them upon their departure.
- 4) Phase III: Transition to online courses.
 - a) Notional timeline for Phase III:
 - (1) Monday: Test connectivity. Faculty provides briefs to all cadets on course expectations.
 - (2) Tuesday: Commence online courses.
 - b) This concept of operations provides for the loss of only two or perhaps three academic days while all cadets return home and prepare for online courses.
 - 5) Phase IV: Closing of Post.
 - a) At the conclusion of Phase II (after the 1st class has departed), Physical Plant will clean, sanitize, and lock down academic buildings.
 - b) At the conclusion of Phase II (after the 1st class has departed), Physical Plant will clean, sanitize, and lock down all auxiliary and athletic facilities.
 - c) At the conclusion of Phase II (after the 1st class has departed) VMI Police will close the Post to outside traffic and visitors.
- b. Subordinate Element tasks.
 - 1) Deputy Superintendent for Academics and Dean of the Faculty.
 - a) On order, cease all in-person classes and have faculty transition to a wholly online format.

- b) On order, cease all in-person academic support programs and transition to wholly online services.
- 2) Deputy Superintendent for Finance, Administration & Support.
 - a) On order, have VMI Police implement a phased closing of the Post.
 - b) On order, have Auxiliary Services begin accepting cadet uniforms and equipment.
 - c) On order, have Physical Plant clean, sanitize, and lock down academic buildings.
 - d) On order, have Physical Plant clean, sanitize and lock down auxiliary/athletic facilities.
 - e) On order, refund pro-rated room and board and other fees as appropriate.
 - f) On order, conduct liaison with the City of Lexington and keep city officials abreast of this action.
- 3) Commandant of Cadets.
 - a) On order, execute and supervise the barracks departure portion of the VMI Shutdown Plan.
 - b) Coordinate with the Post Infirmary to ensure cadets in isolation and/or quarantine continue to receive the care and meals required to recover or complete their quarantine and depart the Post.
 - c) Coordinate with the Director of Auxiliary Services to ensure continued meal service for all cadets remaining on Post.
 - d) Ensure the office of accountability has accurate rosters reflecting date and time of departure of each cadet.
- 4) Director of Communications and Marketing.
 - a) On order, reactivate the COVID-19 information page on the VMI website.
 - b) On order, begin informing the VMI and local community about current conditions, as well as ongoing and planned actions.
- c. Coordinating Instructions.
 - 1) All cadets will accomplish a normal furlough departure process.
 - 2) Cadets will not be authorized to return to barracks after departure is complete.
 - 3) Cadets must update their personal contact information upon sign out.
 - 4) Cadets remaining in barracks are authorized to revert to summer session attire.
 - 5) Reinstitute teleworking policy.
 - 6) All faculty and administrative staff will revert to a telework posture at the direction of their respective Department Heads.
 - 7) All employees will revert to a telework posture at the direction of their supervisor or implement alternate work schedules for essential on-Post duties.
- 4. **Sustainment.**
 - a . Crozet Hall / Parkhurst will continue to provide meals throughout the phased shutdown while simultaneously ramping down employees commensurate with each phase of the plan.
 - b . Crozet Hall / Parkhurst will retain the capability of providing three meals a day to cadets remaining on Post. Director of Auxiliary Services will stay apprised of those numbers and keep Parkhurst updated.
 - c . Physical Plant will sustain custodial services through the shutdown and while cadets remain in barracks.

5. Command and Signal.

- a. Command.
 - 1) The Superintendent is the decision authority for the VMI Shutdown Plan
 - 2) The Deputy Superintendent for Academics and Dean of the Faculty is responsible for transitioning the academic program to an online format.
 - 3) The Deputy Superintendent for FAS is responsible for outlining details associated with teleworking and essential on-Post duties.
 - 4) The Commandant of Cadets is responsible for executing the phased closeout of the barracks.
- b. Reports. In progress reports will be made daily (and on call) to the Chief of Staff throughout all phases of the Shutdown Plan.

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ANNEX D (Administration and Logistics) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

1. **Situation.**

- a. General. *Refer to Base OPLAN.*
- b. Constraints, Restraints, & Limitations.
 - 1) Constraints (Must do)
 - a) It is essential that Post wide expenditures be monitored to ensure operational costs are within the approved budget. Additionally, opportunities for potential savings or reductions in expenditures need to be identified whenever possible. Procedures have been put in place to facilitate this requirement.
 - b) There are a number of Administrative and Support staff who meet the requirements for being at 'high risk'. Procedures need to be established to maximize the safety and health of these individuals.
 - 2) Restraints (Must NOT do). NONE.
 - 3) Limitations
 - a) Staffs for many of the Administrative and Support functions are limited in size. It is key that workload be monitored to ensure it is within existing capabilities. Activities which increase risk and potential exposure for these staffs need to be minimized to maintain existing operational capabilities.
- c. Specific Areas of Concern.
 - 1) Post wide administrative and support facilities. Operational changes are being implemented Post wide in administrative and support facilities to accommodate cleaning and social distancing. The changes are specific to each facility.

2. **Mission.** The primary mission of the Finance, Administration, and Support department is to provide administrative and logistical support as required to the operating functions of the Institute (Academics, NCAA Athletics, and Cadet Life).

3. **Execution.**

- a. Scheme of Support. Under the leadership of the Deputy Superintendent for Finance, Administration and Support (FAS), the Administration and Logistics requirements of this plan are fulfilled by the multiple functions across FAS that provide support to all areas of the Post Operations. Details of those support functions are included in the appendices and tabs of this annex.
- b. Subordinate Elements. Operations for Auxiliary Services, Human Resources, Physical Plant and VMI Police are included in this Annex. Operations for Preston Library are not normally under the purview of the Deputy Superintendent for FAS, but are included in this annex.
- c. Coordinating Instructions. Medical Services which include the Infirmary and Cadet Counseling, Emergency Management and Museum Operations are included in other Annexes. Other functions include the Treasurer, Comptroller, Construction Office, Government Relations, and Institute Planning. Specific operational changes in these areas are not reflected in this plan.

4. **Sustainment.** *Identify priorities of sustainment for subcommittee's functional area key tasks and specify additional instructions as required.*
5. **Command and Signal.**
 - a. Command.
 - 1) BG Dallas Clark, Deputy Superintendent for Finance, Administration and Support - 7321
 - 2) COL Jeff Lawhorne, Treasurer - 7156
 - 3) Col Dale Brown, Institute Planning Officer - 7697
 - 4) COL Kim Parker, Director of Government Relations - 7171
 - 5) COL Keith Jarvis, Director of Construction - 7886
 - 6) COL Janet Holly, Reference Librarian for Preston Library - 7296
 - 7) LTC Kevin Ryan, Comptroller – 7270
 - 8) LTC Howard (Lee) Clark, Director of Auxiliary Services - 7094
 - 9) LTC Michelle Caruthers, Director of Physical Plant - 7992
 - 10) MAJ Ellie Kania, Interim Director of Human Resources - 7159
 - 11) Chief Michael Marshall, Chief of VMI Police - 7017
 - b. Reports. Reporting will be thru regular staff and individual meetings with the Deputy Superintendent for Finance, Administration and Support.

APPENDIX 1: Auxiliary Services

APPENDIX 2: Human Resources Operations

APPENDIX 3: Library Operations

APPENDIX 4: Physical Plant General Operations

APPENDIX 5: Physical Plant Custodial Operations

APPENDIX 6: Physical Plant Maintenance Operations

APPENDIX 7: VMI Police Operations

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APPENDIX 1 (Auxiliary Services) to ANNEX D (Administration and Logistics) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

1. **Situation.**

- a. General. *Refer to Base OPLAN.*
- b. Special. Auxiliary Services provides services and support to the Corps of Cadets, VMI faculty and staff, alumni, parents and other VMI stakeholders. These services include resident dining services including catering, retail and concessions, uniform procurement, storage and issue, weapon storage, maintenance and issue, textbooks and sundry items, tailoring, alteration and cleaning of uniforms, haircuts, and mail distribution.
- c. Constraints, Restraints, & Limitations
 - 1) Constraints
 - a) Must support Commandant, Academic Departments and military training requirements with uniform and weapons issue and maintenance, and other logistical support as required.
 - b) Must develop and implement flexible plans to provide service and support to the Corps of Cadets for all scheduled events in a socially safe and responsible way to prevent or mitigate the spread of the coronavirus.
 - 2) Restraints
 - a) Must not reduce or minimize accepted and agreed upon measures put in place to minimize or mitigate the spread of the coronavirus without guidance from higher level staff.
 - 3) Limitations
 - a) Limited personnel available to meet virus spread prevention requirements.
 - b) Increased time requirements to provide adequate and safe service and support.
- d. Risk. A significant portion of the Auxiliary Services staff is in the at-risk population for the COVID-19 illness. Employees will be flexibility to meet mission requirements while also mitigating risk to their personal health and safety.
- e. Specific Areas of Concern.
 - 1) Crozet Hall. Parkhurst Dining and VMI must adhere to CDC and Virginia Department of Health requirements for food service operations. Guidelines and requirements are being developed and refined as the Commonwealth of Virginia's phased re-opening progresses; dining services must continue to modify and improve food service based on these developing requirements.
 - 2) Barber Shop. The barber shop must adhere to the guidance and regulations from the CDC, VDH, and the Virginia Department of Professional and Occupational Regulation as they provide barber and other cosmetology services to the Corps, faculty and staff. Space in the barber shop is sufficient for operations, but not sufficient for large groups of cadets and staff to wait for barber shop services.
 - 3) Military Store, QMD, Tailor Shop. These sections require close contact with cadets and staff to properly measure and fit uniforms. Policies and procedures are being developed to mitigate or reduce the risk of infection to the employees as they conduct these operations.

- f. Assumptions.
 - 1) Sufficient staff and cadet workers are available to assist with critical operations.
 - 2) Modifications to GO #1 (Operating Rules for the Institute) allow for multiple BRC and SRC formations and meals.
 - 3) Coronavirus does not survive long periods on cloth and textiles therefore transmission is limited to minimal risk.
 - 4) Limited to no change in uniform fielding dates for Fall 2020.

- 2. **Mission.** Auxiliary Services will provide service and support functions at VMI to the Corps of Cadets, faculty and staff, and other VMI stakeholders as required, planned or requested in a COVID-19 constrained environment. Auxiliary Services will be prepared to rapidly shift to a collection and storage operation for VMI uniforms, weapons, and other issued equipment in the event of a coronavirus resurgence.

- 3. **Execution.**
 - a. Scheme of Support. Auxiliary services will provide uniforms, uniform fitting, maintenance and cleaning, haircuts in accordance with the VMI Blue Book, weapons support for drill and ceremony and military skills training, full mail services, textbook, sundry and general merchandise support, and healthy, food service. These support operations will be configured to be scalable and tailorable to training requirements directed by the Commandant and the Dean, and conducted in a safe and secure manner to mitigate the spread of the coronavirus. These services will be available to cadets and faculty and staff *immediately* upon return to VMI. These services will be configured to relax mitigation measures if situations allow and will be configured to quickly and efficiently recover uniforms, weapons, and other equipment in the event of a virus resurgence.

 - b. Auxiliary Services will mirror the VMI five-phased approach for its Return to Post in Fall 2020. Phase I will be the return of NCAA cadet athletes; Phase II will be the return of cadet cadre and cadet matriculation support personnel; Phase III will be matriculation; Phase IV will be the return of the Old Corps; and Phase V will be start of the academic semester. While the first four phases have distinct start dates, they will run concurrently at points throughout the month of August. The priority of effort will be assigned for each phase. The first four phases will be complete before the start of Phase V.
 - 1) Phase I will commence on 11 July (tentative) with the return of cadet athletes for voluntary workouts and will end on 24 August with the return of the Cross-Country Team.
 - 2) Phase II will commence on 8 August with the first half of the cadre and matriculation support team returning, and it will conclude on 10 August with the return of the second half.
 - 3) Phase III matriculation will occur on 15 and 16 August. The matriculation phase for Auxiliary Services concludes on 27 August with the completion of new cadet uniform issue.
 - 4) Phase IV begins on 25 August and ends the next day (26 August) with the return of the Old Corps not later than 2200.

- 5) Phase V commences on 27 August with registration opening and will end on 18 Dec after completion of final exams. Successful execution and completion of the academic program is the focus of effort during this phase.
 - 6) Crozet Hall will resume operations in support of returning cadet athletes on 11 July (Tentative).
- c. Subordinate Elements.
- 1) Crozet Hall / Parkhurst Dining. Parkhurst dining will ensure the Corps, faculty and staff are fed nutritious, plentiful meals in accordance with mandatory virus procedures specified by the CDC, VDH, Parkhurst corporate guidance and industry best practices. This includes wearing PPE and social distancing in addition to the procedures detailed in TAB D of this APPENDIX. Meals will be served by Parkhurst employees and contact points will be reduced. Parkhurst employees must pay special attention to sanitation and hygiene requirements in all food service operations. Cadets will be fed in accordance with times specified by the modified GO #1 (Operating Rules for the Institute) and grazing periods between meals will be available for cadets.
 - 2) Military Store / QMD / Tailor Shop. These departments will receive, store, issue, fit and maintain cadet and faculty uniforms as required. Fitting uniforms will be performed while wearing appropriate PPE to reduce the spread of the virus; cadet and faculty access to these areas will be scheduled and closely controlled in order to limit the number of personnel in these areas in accordance with Governor's directives. These departments will be prepared to collect, process and prepare for re-issue of uniforms and accoutrements in the event the Corps must leave VMI due to a virus resurgence.
 - 3) Barber Shop. The VMI Barber Shop will provide military style haircuts to cadets and uniform faculty and staff. Haircuts will be on a first come / first served basis during normal or scheduled hours, and all customers will scan their VMI issued ID card into the electronic queuing system. Limited numbers of patrons will be allowed to wait in the actual barber shop; all others will wait in a separate location and will monitor the electronic queue system on the provided monitors or available web site. The barber shop will be configured to separate patrons from each other and reduce or mitigate the spread of the virus. Barber shop personnel will adhere to and enforce guidance provided by DPOR, VDH, and CDC, to include the use of PPE by barbers and patrons.
 - 4) Laundry Department. The VMI Laundry will collect, sort, wash, dry, fold and dry clean VMI issued uniforms and select personal items for VMI cadets only. The laundry collection schedule will remain unchanged. Access to the VMI Laundry will be controlled access only and contact with the VMI Laundry will be made primarily through phone and e-mail coordination. Cadets and staff will wear appropriate PPE while picking up their laundry items from the laundry pick up room.
 - 5) Armory. The Armory will provide weapons support and maintenance to the Corps of Cadets to include the Cadet Marksmanship Program, Cadet club sports, and ROTC training. Staff and cadets will wear appropriate PPE when drawing or returning weapons. Weapons issue and returns will be scheduled in advance, and one way traffic in and out of the armory will be adhered to using the internal and external

doors to the armory. The armory will be prepared to collect weapons and other items in the event the Corps of Cadets is sent home due to a resurgence of the virus. All weapons will be inventoried and accounted for before cadets and staff are released to leave VMI.

- 6) Mail Services. On post mail delivery and pick up service will continue as normal; mail room staff will wear the appropriate PPE when conducting on post mail delivery operations. All customers at the VMI mail room in the concourse will adhere to social distancing while waiting in line and all customers will wear appropriate PPE when picking up mail, packages or conducting business with the mail room.
- 7) VMI Bookstore. Cadets and other bookstore customers will wear facial coverings while shopping in the VMI bookstore. Cadets and other customers are encouraged to use the online VMI Bookstore whenever possible.
- 8) PX, Catering, and Concessions. Parkhurst Dining will develop retail and catering food service operations in accordance with applicable CDC, VDH, and corporate policies and utilize industry-wide best practices to reduce touch points and mitigate the spread of the virus.

d. Coordinating Instructions.

- 1) Auxiliary Services tentative schedule.
 - a) 11 July: Rat Football and the basketball arrival for two-week workouts
 - b) 1 August: EMT and matriculating international cadets arrive
 - c) 3 August: Women's Soccer Team Returns
 - d) 6 August: Football Team Returns
 - e) 8 - 9 August: Cadre Returns
 - f) 11 August: Men's Soccer Team Returns
 - g) 12 August: In-season New Cadet Athlete and International Cadet uniform issue
 - h) 15 -16 August: Matriculation
 - i) 15-27 August: Rat uniform issue, haircuts, weapon issue
 - j) 25-26 August: Old Corps Returns; issue uniforms to re-admitted cadets
 - k) 31 August: Classes begin
- 2) Auxiliary Services personnel will adhere to VMI policies with respect to the wear of PPE at all time.

4. **Sustainment.** Priority of sustainment by phase includes.

- a. Phase I (15 July new cadet athletes) – Priority for meal support goes to new cadet athletes. Military Store, QMD, Tailor Shop and Laundry continue preparation for Fall 2020 and Matriculation. Barber shop continues summer barbershop hours for customers by appointment only.
- b. Phase II (8 August Cadre Return) - Priority for meal support goes to in season athletic teams, cadre and matriculation support cadets. Military Store, QMD, Tailor Shop, Barber Shop, and Laundry provide support to cadre, matriculation support cadets and in season fall athletes. Commandant staff must inspect cadre uniforms NLT 10 August for fit and serviceability; cadets must turn in uniforms for alterations or refits to the Tailor Shop and Military Store NLT 13 August. (Tentative). The Laundry department will commence laundry service to the cadets in residence.

- c. Phase III (15 August Matriculation) – Priority for all Auxiliary Services departments will be to support new cadets, cadre and Matriculation support cadets, and in season fall athletes. The Military Store, QMD, Laundry, and Tailor Shop will focus on fitting, issuing, and alterations of new cadet uniforms.
- d. Phase IV (25-26 August Old Corps return) – Priority for Auxiliary Services support is to the returning cadets in preparation for the start of academic classes on 31 August. This will include fitting and issuing uniforms to re-admitted cadets.
- e. Phase V (31 August registration and start of classes) – Priority for Auxiliary Services support will be to the Corps of Cadets, VMI faculty, staff and employees, and other VMI stakeholders as required.
- f. See separate Tabs for department specific information.

5. Command and Signal.

- a. Command.
 - 1) LTC Lee Clark, Director of Auxiliary Services, -7096
 - 2) Lt Col Mike Friski, VMI Quartermaster, -7303
 - 3) Mr. Jim Hudson, Military Store Operations Manager and Post Office Supervisor, -7303
 - 4) Mrs. Mary Davis, Parkhurst Regional District Manager, -7374
 - 5) Mrs. Cindy Dudley, Tailor Shop Manager, -7782
 - 6) Mr. Greg Bowman, Laundry Department Manager, -7235
 - 7) Mrs. Glenda Dudley, Barber Shop Manager, -7792
 - 8) Mr. Robby Agnor, VMI Armorer, -7305
 - 9) Mr. Dalton Briley, VMI Bookstore Manager, -7637
 - 10) Ms. Amanda Hostetter, Auxiliary Services Executive Admin Assistant, -7095
 - 11) Reports. The weekly Auxiliary Services Update Report will serve as the reporting method to other agencies on VMI for issues regarding Auxiliary Services.

TAB A: Armory Operations

TAB B: Barber shop Operations

TAB C: Bookstore Operations

TAB D: Food Service Operations

TAB E: Laundry Operations

TAB F: Military Store, QMD and Tailor Shop Operations

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TAB A (Armory Operations) to APPENDIX 1 (Auxiliary Services) to ANNEX D
(Administration and Logistics) to the VMI Fall 2020 Return to Post and In-Person Classes
OPLAN

Schedule Requirements

1. Additional time required for rifle issue to Rats during Matriculation Week.
2. Weapons draw and turn in during the academic year should not be affected because turn in and draw is usually spread over three to four days.

Revised Procedures

1. Armory operations already require a controlled number of people in the armory due to space constraints. Cadets will enter the armory in groups of ten to receive their rifles, and then they proceed out the back door of the armory and up the old band well stairs to Jackson Arch.
2. Rifle turn in will use the same procedures.

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TAB B (Barber shop Operations) to APPENDIX 1 (Auxiliary Services) to ANNEX D (Administration and Logistics) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

Schedule Requirements

All cadets receive no more than one haircut every week; this includes new cadets and is intended to reduce contact between individuals in order to limit exposure.

Revised Procedures

1. The Barracks Study Room (BSR) will be utilized as a waiting area for the barbershop.
2. Cadets and staff are required to scan their ID card at a card scanner at the BSR Door. No ID card equals no haircut.
3. Cadets and staff will move from the BSR to the shop whenever their name appears as numbers 5 to 8 in the electronic queue system.
4. The barber shop will station a standby barber in the hallway to call the names as a customer becomes number 8 on the list.
5. Cadets and uniformed faculty and staff will enter the shop through the main barbershop door and exit out the door at the other end of the shop.
6. This will eliminate congestion at the main door.
7. The barber shop will leave doors open to reduce touch points.
8. These coronavirus mitigation measures will require more time to process patrons through their haircut. Therefore, it is recommended that patrons allow two weeks between haircuts when possible.
9. All barbershop customers must be showered and clean prior to getting a haircut.
10. If customers are sick, they should delay getting a haircut until they feel better.

Matriculation Barber shop Procedures

1. There will be no more than two new cadets in front of occupied chairs in the barbershop during the Matriculation haircuts.
2. New cadets will wait in the concourse hallway and must have increased space between them in the concourse.
3. Cadre and observers will be limited in the barbershop during the Matriculation haircuts. All observers and cadre must wear a facial covering when in the barbershop.
4. Company cadre will move Rats in to the barbershop as space opens up in front of chairs.
5. We project an additional two hours needed to do all Rat haircuts on Matriculation due to additional periodic cleaning requirements. All barbershop customers must be showered and clean prior to getting a haircut.

Specialized Equipment Requirements

1. The barbershop has installed curtains between the chairs in order to reduce contact between customers.
2. The barbershop will install an ID card scanner and monitor in the BSR.

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TAB C (Bookstore Operations) to APPENDIX 1 (Auxiliary Services) to ANNEX D (Administration and Logistics) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

Schedule Requirements

1. Additional time required for book issue to Rats on Registration Day.

Revised Procedures

1. Rats will be taken to the VMI Bookstore by squad instead of company to purchase and / or pickup their textbooks on New Cadet Registration Day before classes start. This will reduce the number of people in the bookstore to less than 50% of rated occupancy, not counting staff, in accordance with Commonwealth phasing requirements. All cadets will be encouraged to rent or buy their textbooks from the Follett online website and arrange for pickup in the bookstore to reduce the number of cadets in the bookstore aisles.
2. Follett is developing procedures for their college accounts. These procedures will be provided when available.

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TAB D (Food Service Operations) to APPENDIX 1 (Auxiliary Services) to ANNEX D (Administration and Logistics) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

Assumptions

1. Cadre return 8/9 August
2. Matriculation 15 /16 August (Matriculation Week 15-23 August), classes start 31 August
3. Early return athletes arrive at VMI on 3 August. (WOSOC - 3 August, Football - 6 August, MSOC – 11 August.)
4. Commonwealth of Virginia provides guidance through Health Department on required food services changes
5. Modifications to GO 1 allow for multiple BRC and SRC formations and meals.

Schedule Requirements

1. July (TBD) – contract and budget adjustment to account for board billing starting one week earlier.
2. 20 July – Parkhurst employees begin return to Crozet Hall; the number of employees brought back will be determined by cadet head count on 9 August
3. 9 August – Cadre return to VMI; Supper served in Crozet Hall

Revised Seating Plan

1. Executive Summary: 6 Cadets per table; tables set 6 feet apart; three formations for BRC and SRC at 666 seats per seating; BRC and SRC meals served in the main dining room. Upstairs dining rooms used for DRC to allow for cadet class schedules; grab and go lunch available in the Sub’s Mess. Lunch Served from 1100-1300.
2. Detailed Version: VMI will set the tables up six feet apart and put only six chairs at each table in a staggered pattern. There are 111 tables downstairs providing for 666 seats on the main floor. With the Corps coming to the dining facility in three separate formations at staggered times, we will be able to use the main floor only to feed the Corps during BRC and SRC. This allows Parkhurst to maximize personnel to clean the tables after each formation using a 45 second spray to dry sanitizer on each table. We’re asking for an additional 10 minutes between formations to allow the time needed to wipe the tables down and have them dry.
3. For DRC, we will open the two upstairs dining rooms during the 1100 – 1300 dining period. There are 51 tables upstairs. With the same six foot spacing and six seats per table as used on the main floor, this provides for an additional 306 seats. In total for the DRC walk down there will be 972 social distanced seats available. We will direct traffic upstairs by the right hand stair case and downstairs by the left hand stair case. Parkhurst staff will be able to clean and sanitize these two dining rooms and close them for the next day’s use. We will also set up a grab and go lunch for cadets out of the Sub’s Mess downstairs. Cadets will be directed to the side doors on Stono Lane where they will pick up a box lunch (same food or sandwiches as the main line) and not have to add to the congestion in the main dining facility.

Revised Operating Procedures

1. Parkhurst corporate has mandated all employees will wear facial coverings and gloves, including catering operations, during business operations. Additionally, Parkhurst will follow CDC and VDH guidelines and best practices while serving food at VMI.
2. Self-serve meals and beverages are prohibited. Cadets and guests will be served by Parkhurst employees. Cadets and guests must wear facial coverings unless they are actively consuming food or beverages.
3. BRC and SRC will be conducted in three separate formations (see appropriate tab in Cadet Life Appendix); three seatings will allow for proper social distancing, cleanliness and sanitation requirements for Crozet Hall, and ensure adequate throughput in a timely manner. Cadets will eat the DRC meal on their own due to class scheduling; they will maintain appropriate social distancing and PPE requirements while eating lunch.
4. The primary goal for food service operations resuming in the Fall 2020 semester is to reduce touch points where possible, increase cleaning and replacing of common touch point areas, and maintain food service cleanliness standards and best practices in the kitchen, servery, dining area, retail and concessions spaces.
5. Reducing touch points and increasing cleaning and replacement of common touch point areas (tables, chairs, wall switches, utensils, etc.) will require increased presence on the dining hall floor during main dining times by Parkhurst employees.
4. To eliminate touch points Parkhurst will:
 - a. Remove all items off the tables
 - b. Locate napkins and condiments in stations
 - c. Eliminate waffle makers; toaster waffles will be located at the toaster/deli station
 - d. Locate tortillas in the deli station for wraps and on the grill line during the made to order omelet hours
 - e. Change all serving utensils every hour
 - f. Reduce the number of available cereals and place granola in a cereal bin
 - g. Remove hot chocolate machines, replace with hot chocolate packets
 - h. Switch condiments to pumps of condiments instead of individual bottles
 - i. Change breakfast cold bar to 5 pans of yogurt (2 vanilla, 2 Greek, 1 flavored) and 5 pans of fruit, both a mix of fresh cut and canned
 - j. Move toaster station to deli/panini station during BRC. Parkhurst associates will provide white and wheat toast there, as well as toast waffles at that station. Peanut butter, jelly and butter will be individual cups
 - k. Change Panini station to a MTO deli and open during grazing. The deli will make a sandwich of the day along with deli made to order.
 - l. Additional staff to be used for table wiping and sanitizing

- m. Cadets and guests will be served their food by Parkhurst employees; self-serve food and other items are prohibited.
5. Cadets will enter Crozet Hall via the two front side doors. Additional hand sanitizer stations will be emplaced inside these doors. Cadets will proceed to the servery; six serving stations will provide served meals to the cadets. Parkhurst employees will serve the cadets their meals, and cadets will proceed to the cold line for pre-packaged and pre-wrapped salads and desserts. Touchless beverage stations will dispense sodas and other soft drinks. Coffee, juices, and milks will be served individually. Condiments will be in portion control packages for individual use. Salads and desserts will be pre-wrapped or individually packaged.
6. Parkhurst staff will wear appropriate PPE to include gloves and facial coverings when on duty. Cadets, faculty and staff will wear facial coverings unless they are actively eating their meal.
7. All utensils will be individually plastic wrapped packets and include salt, pepper and napkins. Drink cups will be disposable and handed to diners.
8. Use of refillable containers is prohibited; this includes coffee cups, and water bottles. Cadets and guests will not bring in their refillable containers.
9. Cadets, and other guests will not use trays; diners are encouraged to go back for seconds or other items. Cadets will receive new plates and disposable items from Parkhurst employees.
10. See attached diagram of Crozet Hall Operations.

Training and Education

1. All dining services patrons must wash their hands or use hand sanitizer prior to obtaining their food. Cadets must be trained to increase social distance between each other in the dining areas.

Personal Protective Equipment Requirements

1. Parkhurst employees must wear facial covering and gloves per Parkhurst company policy. This will include cadet waiters and concession stand workers.

Parkhurst Employee COVID 19 Positive Test Procedures and Impacts

1. Currently, Parkhurst will screen employees by interviewing them at the beginning of their shift. The employee checks in with the manager on duty, and the manager questions the employee if they are experiencing any symptoms or if symptoms are observed. The manager and employee signs off daily on the screening.
2. As part of the regular return process, all employees are required to review and sign off on the Parkhurst health awareness agreement. COVID-19 will be added to the discussion.
3. In accordance with CDC guidance regarding critical infrastructure workers, if there is a confirmed case, Parkhurst will exclude the sick person, and monitor temperatures of other employees who have the potential to be at risk both at the beginning of their shift and again during their shift. Temperatures will be logged. The excluded person would not be able to return to work until medically cleared. See attached CDC guidance. VMI will be notified and contact tracing will occur in accordance with established protocols and in partnership with VDH.

4. The area where the employee worked would be isolated and closed for 24 hours if practicable, at which time it would be cleaned and disinfected by either the Parkhurst team or a third party contracted cleaner. Contact trace would begin immediately, starting with three days prior.
5. If the employee worked in the kitchen, the kitchen may be isolated and cooking operations may occur with an alternate setup or location. Options include the field kitchen or potentially enlisting support from local restaurants.
6. If the employee worked at the grill station or similar expo area, Parkhurst may close down that area for 24 hours, clean, sanitize and disinfect the area.

Catering Operations AY 2020-2021 (based on current CDC and VDH guidelines)

1. Served buffets
 - a. Parkhurst employees can serve buffet style to guests
 - 1) Parkhurst employees must wear facial coverings and gloves
 - 2) Parkhurst employees must maintain 6' separation between each other and the guests
 - b. Pre-wrapped menu items displayed on a buffet
 - 1) Individual wrapped items
 - 2) Packaged into Bento bowls or three compartment containers
2. No self-serve beverages or desserts and salads
 - a. Beverages served in disposable cans or bottles
 - b. Manned coffee stations -coffee and condiments served in disposable cups and containers to customers
 - c. Individually wrapped desserts
 - d. Composed individually wrapped salads
3. Bar Service
 - a. Currently being evaluated
4. Other considerations:
 - a. Bars, beverage stations and food stations must be spaced to ensure a 6' separation between stations as well as guests waiting to be served is possible
 - b. No passed hors d'oeuvres or finger foods
 - c. All catering staff must use PPE when serving food and beverages
 - d. No use of customer provided containers or utensils
 - e. Servers may not touch tables while customers are seated
 - 1) No clearing tables between courses; tables must be cleared by dedicated staff after guests depart

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ATTACHMENT 1 (Interim Guidance for Implementing Safety Practices for Critical Infrastructure Workers Who May Have Had Exposure to a Person with Suspected or Confirmed COVID-19) to TAB D (Food Service Operations) to Appendix 1 (Auxiliary Services) to ANNEX D (Administration and Logistics) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

Interim Guidance for Implementing Safety Practices for Critical Infrastructure Workers Who May Have Had Exposure to a Person with Suspected or Confirmed COVID-19

Accessible version: <https://www.cdc.gov/coronavirus/2019-ncov/community/critical-workers/implementing-safety-practices.html>

To ensure continuity of operations of essential functions, CDC advises that critical infrastructure workers may be permitted to continue work following potential exposure to COVID-19, provided they remain asymptomatic and additional precautions are implemented to protect them and the community.

A potential exposure means being a household contact or having close contact within 6 feet of an individual with confirmed or suspected COVID-19. The timeframe for having contact with an individual includes the period of time of 48 hours before the individual became symptomatic.

Critical Infrastructure workers who have had an exposure but remain asymptomatic should adhere to the following practices prior to and during their work shift:

- ▶ **Pre-Screen:** Employers should measure the employee's temperature and assess symptoms prior to them starting work. Ideally, temperature checks should happen before the individual enters the facility.
- ▶ **Regular Monitoring:** As long as the employee doesn't have a temperature or symptoms, they should self-monitor under the supervision of their employer's occupational health program.
- ▶ **Wear a Mask:** The employee should wear a face mask at all times while in the workplace for 14 days after last exposure. Employers can issue facemasks or can approve employees' supplied cloth face coverings in the event of shortages.
- ▶ **Social Distance:** The employee should maintain 6 feet and practice social distancing as work duties permit in the workplace.
- ▶ **Disinfect and Clean work spaces:** Clean and disinfect all areas such as offices, bathrooms, common areas, shared electronic equipment routinely.

If the employee becomes sick during the day, they should be sent home immediately. Surfaces in their workspace should be cleaned and disinfected. Information on persons who had contact with the ill employee during the time the employee had symptoms and 2 days prior to symptoms should be compiled. Others at the facility with close contact within 6 feet of the employee during this time would be considered exposed.

Employers should implement the recommendations in the Interim Guidance for Businesses and Employers to Plan and Respond to Coronavirus Disease 2019 to help prevent and slow the spread of COVID-19 in the workplace. Additional information about identifying critical infrastructure during COVID-19 can be found on the DHS CISA website or the CDC's specific First Responder Guidance page.

INTERIM GUIDANCE

This interim guidance pertains to critical infrastructure workers, including personnel in 16 different sectors of work including:

- ▶ Federal, state, & local law enforcement
- ▶ 911 call center employees
- ▶ Fusion Center employees
- ▶ Hazardous material responders from government and the private sector
- ▶ Janitorial staff and other custodial staff
- ▶ Workers – including contracted vendors – in food and agriculture, critical manufacturing, informational technology, transportation, energy and government facilities

ADDITIONAL CONSIDERATIONS

- ▶ Employees should not share headsets or other objects that are near mouth or nose.
- ▶ Employers should increase the frequency of cleaning commonly touched surfaces.
- ▶ Employees and employers should consider pilot testing the use of face masks to ensure they do not interfere with work assignments.
- ▶ Employers should work with facility maintenance staff to increase air exchanges in room.
- ▶ Employees should physically distance when they take breaks together. Stagger breaks and don't congregate in the break room, and don't share food or utensils.



TAB E (Laundry Operations) to APPENDIX 1 (Auxiliary Services) to ANNEX D (Administration and Logistics) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

Schedule Requirements

1. Laundry 10-month employees depart 9 June and return 10 August.
2. Need Payroll Action Forms and hourly wage for selected 10-month employees to return on 2 August approved and submitted by 31 July.

Revised Procedures

1. No change to collection times or locations.
2. Cadets who test positive for COVID-19 must allow their laundry to sit in their laundry bag for 7 days before turning the laundry bag in for processing.

Specialized Equipment Requirements

1. Install additional hand sanitizer dispensers at entry and exit doors to the laundry pick up room and into the two working floors and shirt room.

Personal Protective Equipment Requirements

1. Laundry workers will utilize facial coverings and gloves for laundry sorting processes and cadet laundry pick up.

New Renovation and Construction Requirements

1. The laundry requests clear polycarbonate barriers installed on the Richardson Hall Third Floor pick-up room tables where the cadets scan in and out.

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TAB F (Military Store, QMD and Tailor Shop Operations) to APPENDIX 1 (Auxiliary Services) to ANNEX D (Administration and Logistics) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

Military Store, Quartermaster Department (Updated Matriculation Proposal)

Assumptions Updated

1. Limited to no change in uniform fielding dates for fall 2020
2. Priority new cadet uniform issue goes to gym dyke, boots and shoes, OCPs (plus components), class dyke (plus components), grey blouse (coatee and ducks for Band Company). These uniform items will be used by Rats during Matriculation, Matriculation Week, and the beginning of academic classes.

Schedule Requirements

1. 11 July – Rat football and the basketball team report for workouts
2. 3 August - Early return athletes arrive at VMI. (WOSOC - 3 August, Football - 6 August, MSOC – 11 August.)
3. Beginning 8 August - Returning cadre have designated uniforms inspected
4. NLT 11 August - Cadre who require alterations or refits must turn their uniforms in to the tailor shop
5. NLT 11 August - All in season Rat athletes need an initial (not Rat) haircut
6. 12 August – QMD Uniform issue for in-season Rat athletes
7. 14 August – QMD available to measure and fit New Cadets already in town (optional) and International New Cadets.
8. 15-16 August - New cadets arrive at VMI; QMD measure and initial issue at Cameron Hall; haircut in Barber Shop
9. 17-26 August – QMD uniform issue block week (see plan below)
10. 27 August - Uniform refits and exchanges on Thursday
11. 25-26 August – Corps returns; fit uniforms for Re-Admits

General Concept

1. QMD measurement and uniform issue is broken down into 5 blocks.

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2. Block 1 will be done at Cameron Hall and will consist of measuring the new cadets, inputting the size data, and the initial issue and marking of PT shirts, PT shorts, brown t-shirts, PT belt and Rat pack (cross dykes, t-pins, breastplate, waist plate, parade belt, hat shield, suspenders). Measurements taken include height, over shoulder and chest, waist, out seam, sleeve length, collar size and shoe size. Head measurements will be done AFTER the Rat haircut. QMD will establish 3 measuring stations; plan 5 minutes/cadet to accomplish measuring and an additional 20 minutes as cadets progress down the issue line and have laundry labels pressed into uniform items. New cadets will proceed around the floor at Cameron Hall and back around to the front door, where they will be link up with their parents, and directed back up to barracks to drop off their issued items, change into PT uniform and proceed to the barber shop to receive their initial haircut. Projected hours of operation on 15-16 August are 0700-1600.
3. Block 2 will be conducted in the QMD on 17 August from 0700-1700 and will consist of boot and shoe issue. New cadets will be staged by company in the stands at Cormack Hall. The QMD will create shoe fitting stations in BLDG 45; new cadets will be brought into the QMD in groups of 20 with 5 cadets lined up along the wall in the QMD on standby. Cadets will return to Cormack Hall once they complete the boot and shoe issue where they will be taken back up to barracks by their admin cadre. Projected time to issue boot and shoes to 500 cadets is approximately 10 hours.
4. Block 3 will be conducted in the QMD on 18 August (0700-1700) & 19 August (0700-1300) August and will consist of duty jacket fitting, OCP issue (to include belt, hat, parka and fleece), travel suit, polo shirt and rain cape. These items are issued based off of size measurements taken during Block 1 The new cadets will be staged by company in Cormack Hall and brought into the QMD and BLDG 46 in groups of 20; cadets will proceed through stations in both BLDG 45 and 46 and will culminate with laundry personnel marking their issue uniform items. Cadets will have their bags checked by cadet workers and place their bags in the QMD van for delivery to barracks. Cadets will return to Cormack Hall once they complete this issue process where they will be taken back up to barracks by their admin cadre. Projected time to issue OCP and fit for duty jackets to 500 cadets is approximately 10 hours.
5. Block 4 will be conducted in the QMD on 19 August (1400-1700) and 20 August (0700-1700) and will consist of class dyke pants, class dyke shirts, leather belt, parade gloves, cuffs, collars, and dress caps. Cadets will have their ID card picture taken. New cadets will be staged in Cormack Hall by company and will be brought into the QMD and BLDG 46 in groups of 20. Shirt issue is based off measurements taken in Block 1 and requires no trying on of the shirt. Pants issue is based off measurement taken in Block 1, and must be tried on to ensure size and proper hem. Belts, cuffs, collars, and gloves will be sized at the issue point. Dress caps must be fitted based on head measurements, and require a cadet haircut to properly fit. Uniform for new cadets will be PT shorts (with underwear), white t-shirt (class dyke fitting and ID card picture) and low quarters (class dyke fitting). Cadets will return to

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Cormack Hall once they complete this issue process where they will be taken back up to barracks by their admin cadre.

6. 21 August would be used to bring new cadets to the QMD for exchanges and re-fits. Cadre must check fit of OCPs and PT gear prior to 21 August. At the completion of the week of August 17-21, new cadets will have necessary uniforms for training and the start of classes.
7. The QMD, Military Store, Laundry, Tailor Shop, Armory, and Mail Room will be operational August 21-23 for out-processing of a New Cadet as required.
8. Block 5 will be conducted in the QMD on 23-24 August from 0700-1700 and will consist of fitting new cadets in grey blouse and Band company new cadets in grey blouse, coatee, ducks and shakos.
9. New Cadets would receive their Auxiliary Services Orientation in Cormack Hall by company as they wait to go into the QMD.
10. In-season fall NCAA Rat Athletes will receive their initial cadet haircut on 11 August and conduct QMD issue of all uniform items on 12 August. These new cadets will receive their Rat haircuts when they officially matriculate.
11. In the event Cameron Hall is used for Matriculation staging and all other events are in the CPTF, new cadet measuring and initial issue of items occur on the floor of Cameron Hall. This will increase the social distancing space available and provide a location for families to wait in the stands at Cameron Hall out of the heat and inclement weather.

Training and Education

1. The QMD and Military Store requires cadet workers to 1) assist in uniform issue and fitting, 2) facilitate New Cadet movement from Cormack Hall to the QMD and back, 3) provide New Cadet accountability during uniform issue, 4) serve as runners to get uniform items out of storage, and 5) assist with set up of the QMD issue points. QMD Cadet workers are required to report back to VMI on 8 August for training on the new set-up and social distancing requirements and begin work on 9 August.

Personal Protective Equipment Requirements

1. Cadets and uniformed faculty must have a facial covering when being fitted or measured for uniforms.
2. Military Store, QMD, Tailor Shop, and Laundry employees will require a facial covering, at a minimum, when fitting or measuring a cadet or uniformed faculty. Face shields in lieu of facial coverings for personnel who cannot wear a facial covering will be provided.

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APPENDIX 2 (Human Resources Operations) to ANNEX D (Administration and Logistics) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

1. **Situation.**

- a. **General.** *Refer to Base OPLAN.*
- b. **Special.** Human Resources provides services to all VMI employees, including Administrative Professional Faculty, Teaching/Research Faculty, Adjunct Faculty, Full-time Classified and Hourly/Wage, as well as Cadets employed on post. These services include staffing/recruitment, onboarding (I.D. badge issue, new hire paperwork, I-9 completion), time and attendance tracking, benefits enrollments, mandatory training monitoring, retirement planning, performance management, salary administration, management coaching, workers compensation, short/long term disability tracking, Americans with Disabilities Act (ADA) and Family Medical Leave Act (FMLA) administration.
- c. **Constraints, Restraints, & Limitations**
 - 1) *Constraints (Must do).*
 - a) Must remain vigilant in maintaining the highest standards and ethics for upholding all Federal and State Laws/Policies and VMI General Orders in administering Emergency Leave and any accompanying medical documents related to COVID-19 and HIPAA compliance.
 - b) Comply with all relevant laws related to Americans with Disabilities Act and Age Discrimination Employment Act.
 - 2) *Restraints (Must NOT do).* Must not violate applicable federal, state, local (VMI) policies and directives related to Human Resources operations.
- d. **Risk.** Without significant cross-training efforts, the small human resources staff would have great difficulty covering all tasks, if a staff member becomes ill. Some in-person services will still be ongoing, including issuing I.D. badges, and I-9 completion, which will require vigilance with health/safety guidelines for staff and visitors.
- e. **Specific Areas of Concern.** The reluctance of faculty/staff to return to on-Post duties and being able to address all of their concerns.
- f. **Assumptions.** The majority of faculty and staff will return to on-Post work; however, it is expected that teleworking for specific jobs will continue with formal teleworking agreements in place.

2. **Mission.** The Human Resources Office will provide the highest level of customer service to all VMI Faculty, Staff and Cadets as required, planned or requested in a COVID-19 constrained environment.

3. **Execution.**

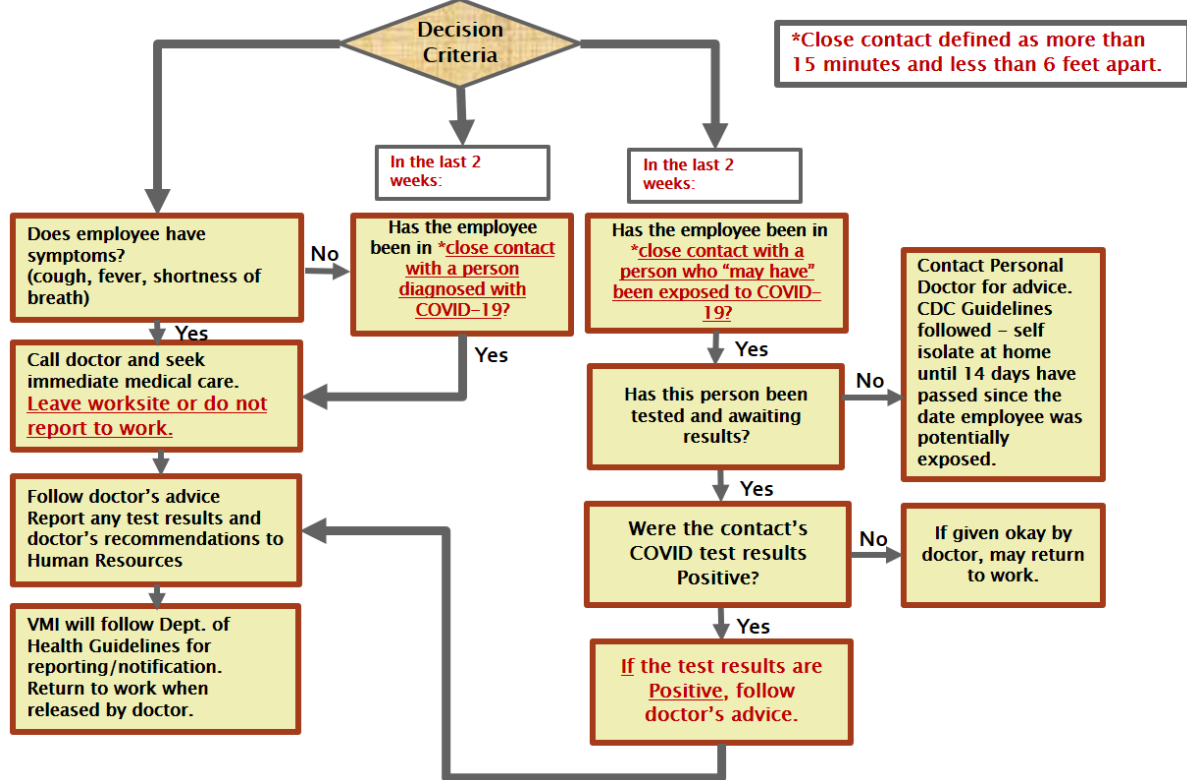
- a. *Scheme of Support.* To uphold health and safety measures and limit risks, the physical Human Resources Office will remain closed, except for services described below, and will limit traffic by implementing appointment only measures for other services needed by Faculty, Staff, or Cadets.

b. Tasks.

- 1) **#1 Priority for back to work plan – Identifying at-risk Staff and Faculty.**
 - a) According to the CDC, individuals with certain conditions may have a higher risk for COVID-19 infection.
 - b) Those conditions may include:
 - (1) Older adults (aged 65 years and older)
 - (2) People with HIV
 - (3) Asthma (moderate to severe)
 - (4) Chronic lung disease
 - (5) Diabetes
 - (6) Heart conditions
 - (7) Chronic kidney disease being treated with dialysis
 - (8) Severe obesity
 - (9) Being immunocompromised
 - c) If employees feel that they are part of this at-risk group, VMI will encourage them to self-identify to their supervisor or Human Resources. It will not be necessary to disclose any health condition to the Supervisor. The Human Resources Director will work with the employee to take particular care to reduce their risk of exposure while making sure they are able to perform their job duties, and that VMI complies with relevant laws such as the Americans with Disabilities Act and the Age Discrimination Employment Act.
- 2) Provide oversight of the VMI Return to Work Plan.
 - a) This return to work plan incorporates all state employees (i.e., faculty, staff, and classified employees).
 - (1) Prior to returning to work, all state employees have been asked to take every precaution to practice social distancing and other CDC recommended guidelines.
 - (2) All state employees will also be asked to monitor their daily health for any potential COVID-19 symptoms prior to returning to work.
 - (3) All state employees will also be required to complete an online training and education package related to operating in a COVID-19 environment while also preventing its spread. This training must be completed by 15 July 2020.
 - (4) Upon return to work, all state employees will be asked to continually monitor their health for signs of COVID-19 symptoms. If they experience any COVID-19 related symptoms, they have been directed to inform their supervisor and report their symptoms to their health care provider.
 - (5) Supervisors will notify Human Resources, which will result in initiation of the COVID Intake Assessment Process.
 - b) Human Resources will track completion of the mandatory training and provide non-compliance reporting to the Deputy Superintendent for Finance, Administration, and Support.
 - c) Further details are available in ATTACHMENT 1 ([VMI Employees Return to Workplace Guidelines](#)) to this APPENDIX.
- 3) Continue to support all routine (non-COVID-19) human resources operations while pursuing alternate work strategies that facilitate social distancing requirements and telework policies.

- 4) Continue to carefully track all State and Federal Emergency Leave taken by employees and ensure that documentation requirements are upheld based on Dept. of Labor requirements.
- 5) In conjunction with the Emergency Manager, continue with training of Intake Assessment Team volunteers to track any COVID-19 exposure or illness.
- 6) *COVID-19 potential exposure and illness tracking.*
 - a) Human Resources Director serves as the primary contact for any potential exposure notification intake procedures.
 - b) If employees become ill with COVID-19, Human Resources will process all short-term disability claims (for employees with VSDP), with FMLA tracking which runs concurrently.
 - c) Deploy plan to assess vulnerable “at risk” employees prior to full return to work to ensure their health and safety needs are met, and that VMI complies with all relevant laws related to Americans with Disabilities Act and Age Discrimination Employment Act.

COVID INTAKE COMMITTEE RECOMMENDATION PROCESS - EMPLOYEES



- 7) *Exceptions to office closure include.*
 - a) I.D. Badges (new hires or replacement badges) - appointment only - one employee at a time.
 - b) I-9 Compliance – appointment only – one employee at a time.
 - c) Management Coaching – appointment only.
- 8) *Electronic Onboarding New Hires.* All new hires will be required to complete benefits forms electronically. I-9 compliance will be upheld by either in-person visit

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- to Human Resources office for form completion or electronic form submission. In-person form completion preferred for audit purposes.
- 9) *Recruitment*. Any new Classified/hourly wage positions approved by the Secretary of Education will require remote interviewing and onboarding with social distancing requirements mandated for candidate work area.
 - 10) *Retirement counseling*. Information sessions will be held by phone.
 - 11) *Time Sheets*. Human Resources has recently transitioned to electronic time sheets, which will continue to better support teleworking employees.
- c. Coordinating Instructions.
- 1) All employees and cadets that do enter the office will be required to wear a facial covering. All Human Resources staff will be required to do the same for in-person services.
4. **Sustainment**. Refer to ANNEX D (Administration and Logistics)
5. **Command and Signal**.
- a. **Command**
 - 1) MAJ Eleanor “Ellie” Kania, Interim Director of Human Resources – x-7159
 - 2) Ms. Sandra Campbell, Human Resources Analyst – x-7134
 - 3) Ms. Terry Wilhelm – Benefits Coordinator – x-7720
 - 4) Ms. Kathy Bartley – Human Resources Assistant – x-7322
 - b. **Reports**. All monitoring of the Human Resources Office operations and response to COVID-19 will be reported out on a regular basis to BG Dallas Clark, Deputy Superintendent for Finance, Administration and Support.

TAB A: VMI Employees Return to Workplace Guidelines

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TAB A (VMI Employees Return to Workplace Guidelines) to APPENDIX 2 (Human Resources Operations) to ANNEX D (Administration & Logistics) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

Guiding Principles

Virginia Military Institute is planning to implement a return to work of all employees effective July 20, 2020. Virginia Military Institute's policies and protocols for responding to the COVID-19 pandemic are primarily informed by our desire to protect the safety and the health of our cadets, faculty and staff, and the community members with whom we interact. Secondarily, it is informed by our well-established mission and values.

VMI's return-to-work guidelines are intended to be aligned and consistent with local and state guidance. VMI will also follow recommendations from the federal government including the Centers for Disease Control and Prevention (CDC), and the Commonwealth of Virginia, including the Virginia Department of Health (VDH).

As the knowledge and understanding of the COVID-19 virus continue to evolve, VMI's policies and plans will be updated as necessary.

Symptom Monitoring:

Employees should conduct symptom "self-monitoring" every day before reporting to work. All staff and faculty must be free of any symptoms potentially related to COVID-19 to be eligible to report to work (unless such symptoms are due to an existing known health condition such as seasonal allergies).

At this time, these symptoms include one or more of the following:

- Cough
- Unusual shortness of breath or difficulty breathing
- Fever of 100.4 or above
- Chills
- Repeated shaking with chills
- Runny nose or new sinus congestion
- Muscle pain

- Headache
- Sore throat
- Fatigue
- New gastrointestinal symptoms
- New loss of taste or smell

If you experience any of these COVID-19 related symptoms, inform your supervisor. You may be asked to not report to work or return home. Supervisors will notify Human Resources, which will result in you receiving a follow-up phone call from a member of the COVID Intake Assessment Team. As with any illness, emergency sick leave or other employee sick leave will apply in these cases. The use of any remaining emergency leave through both federal and state programs may also apply for any recommended quarantine or isolation, as outlined within the provisions of these programs.

As an added precaution, VMI would also request that employees take every precaution to practice social distancing and other CDC recommended guidelines before returning to work.

Vulnerable (at-risk) Employees

According to the CDC, individuals with certain conditions may have a higher risk for COVID-19 infection. Those conditions may include:

- Older adults (aged 65 years and older)
- People with HIV
- Asthma (moderate to severe)
- Chronic lung disease
- Diabetes
- Heart conditions
- Chronic kidney disease being treated with dialysis
- Severe obesity
- Being immunocompromised

If you feel that you are part of this at-risk group, we encourage you to self-identify to your supervisor. It is not necessary that you disclose any health

condition. Your department can then take particular care to reduce your risk of exposure while making sure important work continues and VMI complies with relevant laws such as the Americans with Disabilities Act and the Age Discrimination Employment Act.

At-risk staff and faculty who have been instructed to return to work on Post and have concerns about doing so due to a medical condition that places them in a higher risk group, those who are pregnant, or those who wish to seek ADA Reasonable Accommodations should contact MAJ Ellie Kania, the Human Resources Director. (Specific information and medical documentation about your health condition may be required when speaking to the Human Resources Director, however all health-related information is kept strictly confidential)

The ADA process for Employees is outlined in [G.O. 86 American with Disabilities Act for Employees](#).

Supervisors should implement increased measures to protect vulnerable or at-risk staff and faculty who wish to return to work on Post. These measures may include isolated workstations, additional personal protective equipment (PPE), or modified schedules.

Staffing Options

Department Heads and supervisors should determine which staffing options could be utilized to maximize the safety and well-being of all employees. Flexibility in work schedules to support the health and safety of the Post is encouraged.

Telework/Telecommuting Work

Those who can work remotely to fulfill some or all of their work responsibilities may be allowed to continue to do so, if operationally feasible in order to reduce the number of individuals on Post and the potential spread of the COVID-19 virus. These arrangements, which should be approved by the employee's immediate supervisor, can be done in a full or partial day/week schedule as appropriate.

Any teleworking arrangements after 20 July will require completion of a formal teleworking agreement as outlined in General Order #59.

Alternating Days

To limit the number of individuals and interactions among those on Post, departments when operationally feasible, can schedule partial staffing on alternating days in connection with telework/telecommuting arrangements. Such schedules will help enable social distancing, especially in areas with large common workspaces.

Health and Safety Guidance

Physical Distancing Between Floors

Employees who are physically able are encouraged to use stairwells, as opposed to elevators, when transitioning between floors. If elevators are used within a building, use discretion to maintain physical distancing including while waiting for an elevator.

Physical Distancing in Meetings/Conferences/Special Events/Hiring

Evaluate all meetings, conferences, special events and hiring activities to determine if they can be postponed or handled virtually. Ensure faculty and staff follow the guidance provided on the most current Executive Order and Institute guidance.

Limit in-person meetings whenever possible. If an in-person meeting is deemed necessary, implement the following protocols:

- When in-person meetings need to occur, keep meetings as short as possible, limit the number of employees in attendance, and use physical distancing practices.
- Meeting rooms must accommodate current physical distancing requirements.
- Where needed, temporarily remove tables, chairs or other items that limit the ability to ensure proper physical distancing. Please coordinate this through the Building Coordinator.

Physical Distancing at Workstations

Whenever possible, arrange workstations to allow separation of approximately six feet between stations and consider arranging seating so that individuals are not directly facing each other where feasible. If this condition cannot be met, alternative measures to mitigate potential exposure include:

- Individual cleaning and disinfecting of workspaces multiple times a day, giving special attention to frequently touched surfaces such as computer keyboards, phones and desktops.
- Eliminate or limit use of a co-workers' phone, desk and other shared office equipment.
- Avoid touching your face and wash your hands thoroughly with soap and water several times during your workday to reduce the risk of potential person-to-person infections.
- Proper use of a face covering.

Physical Distancing During Breaks and Meal Periods

Breaks and meal periods should be staggered when operationally feasible to limit the number of individuals in communal spaces at one time.

Departments should develop staggered schedules for breaks and meal periods to ensure physical distancing. Consideration must be given to individual medical conditions that require specific break times. In addition to existing break rooms, the use of alternate sites for breaks may be designated which may include individual workstations, unoccupied meeting rooms, cars or outside space, or other available spaces.

Personal Disinfection

The Physical Plant will continue to clean office and workspaces based on CDC guidelines.

Each individual is also responsible to exercise care by wiping down commonly used surfaces.

All are encouraged to “wipe in and wipe out”. This includes wiping down areas before starting work in a given space and again before leaving the space with a disinfectant. Special attention to shared spaces and equipment will be required

(e.g. copiers, printers, computers, audio visual, and other electrical equipment; coffee makers; desks and tables; light switches; doorknobs)

Guidance for Specific Workplace Scenarios

Working in Office Environments

Those working in an open environment should maintain at least a six feet distance from co-workers. If possible, have at least one workspace separating co-workers. All employees must wear a facemask or face covering at all times in a shared work space/room.

Departments should assess open work environments and meeting rooms to institute measures to physically separate and increase physical distance such as:

- Place visual cues such as colored tape or signs to indicate where individuals should stand while waiting in line.
- If you work in an office, no more than one person should be in the same room unless the required physical distancing can be consistently maintained.
- Proper use of masks/face coverings in compliance with current guidance provided by the state which may include:
 - If more than one person is in a room, you must wear masks/face coverings at all times.
 - You must wear masks/face coverings when working in a reception/receiving area.
 - You must wear masks/face coverings when inside any VMI facility where others are present, including while walking in narrow hallways where others travel and in break rooms, conference rooms and meeting locations.
- These guidelines will be broadly communicated as changes occur.

Communal Spaces

- Avoid direct contact with hard surfaces in communal areas, including refrigerators, microwaves, coffee pots, water coolers/fountains, chairs, tables, to the extent possible.

- Use paper towels to touch any surface and use wipes to disinfect before and after every use.
- Clean communal spaces throughout the day. This may require outlining a schedule to ensure these duties are fairly accomplished by all.
- Determine if shared utensils, condiments and other like items need to be temporarily removed from shared spaces.

Using Elevators

Use the stairs whenever possible. When using the elevator, a mask or face covering is required. Avoid touching the elevator buttons with exposed hand/fingers, if possible. Wash hands or use hand sanitizer upon departing the elevator.

Meetings

Convening in groups increases the risk of viral transmission. Where feasible, meetings should be held in whole or part using the extensive range of available virtual collaboration tools (e.g. Zoom, WebEx, Microsoft Teams, telephone, or other similar means).

In-person meetings should comply with current Governor's Executive Orders. Departments, in coordination with the Building Coordinator may remove or rearrange chairs and tables or add visual cue marks in meeting rooms to support physical distancing practices between attendees.

While at work, communicate with colleagues and supervisors as needed by email, instant message, telephone or other available technology rather than face-to-face. You can also use a range of available collaboration tools.

Mental and Emotional Well-Being

Employee Assistance Program (EAP)

All health plans provided to covered employees include the Employee Assistance Programs (EAPs). EAP counselors are available to assist with problems related to anxiety, depression and other possible concerns related to the COVID-19 pandemic.



EAP FLYER
Employee Assistance

Expectations and Guidelines:

All are expected to fully comply with the policies, protocols, and guidelines outlined in this document.

All staff and faculty will be required to complete Health and Safety Training prior to the 20 July 2020 return to work date. ([LINK to Training](#))

[Human Resources Appendix](#)

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APPENDIX 3 (Library Operations) to ANNEX D (Administration and Logistics) to the VMI
Fall 2020 Return to Post and In-Person Classes OPLAN

Preston Library Operations Plan

Assumptions

Cadets return to Post in the fall and the library will deliver its services with social distancing and COVID -19 safety procedures in place.

Schedule Requirements

Library hours of operation may be modified.

Revised Procedures

Social distancing will be implemented in all public and work areas of the library to ensure the safety of patrons and staff. Patrons will be required to wear facial coverings upon entering the building.

1. Building Access

- a. Access to Preston Library will be limited to members of the VMI community. Entry to the building will be via swipe card access using the VMI identification card. Patrons and staff will be required to wear facial coverings in all public areas.

2. Services and Service Points

- a. A plexiglass barrier will be installed at the Service Desk to ensure safe interactions between patrons and staff.
- b. Social distancing markers will be placed at various service points where lines may form.
- c. Self-checkout stations will reduce contact between patron and staff and prevent the formation of lines at the Service Desk.
- d. Faculty consultations with staff will continue by remote access - email, telephone, and video conferencing.
- e. Library instruction will be provided in the academic classroom and remotely via Team or Zoom. The library's classroom facility will implement seating limitations based upon VMI policy for classroom settings. The room will be closed when not in use.
- f. Consultation spaces will be reconfigured and equipped as needed to ensure appropriate social distance between the librarian and the patron.
- g. Staff schedules may be modified to limit the number of staff in office areas at any one time. We anticipate some employees will continue to telecommute either full-time or in a staggered rotation with colleagues.
- h. The library will deploy a new print release system that will help to minimize handling of print-outs by multiple cadets and reduce interactions at the library's printers.

3. Materials Handling

- a. Workflows for accepting mail delivery and handling in- and out-going library materials will be modified to ensure the safety of staff and patrons.

- b. Materials will be isolated for a designated period of time to be determined, and will be sanitized according to safety protocols.

4. Study Rooms and Public Spaces

- a. Reading rooms and study areas will have limited capacity based on social distancing criteria. Study space seating will be reduced.
- b. Conference and meeting rooms use will be by appointment only and will have capacity limitations.
- c. Continuous sanitizing of table tops, public computer workstations, study carrels and other public space components will be required. Significant Housekeeping support will be required to maintain a safe environment. A supply of appropriate sanitizing materials will be needed to be on hand for use by staff when Physical Plant is not available.
- d. Signage stating social distancing requirements will be placed throughout the building, along with traffic flow directions to reduce crowding in stairwells and other high traffic areas.

Training and Education

1. Staff training will include VMI Post-specific policies and practices regarding infection prevention and control, campus health and safety resources, use of PPE including face coverings, and actions if sick.
2. Library cadet assistants will be trained to follow COVID-19 guidelines while working at the Service Desk.

Library Operations Plan for Closing for 48-72 Hours

If Preston Library should close for 48 to 72 hours due to becoming contaminated and requiring extensive cleaning, library operations will continue as follows:

Archives

1. The archives reading room, offices, and collections storage would be closed for a minimum of 48 hours while cleaning occurs. No in-person reference assistance, research visits, or class instruction would occur during this time. Any of these activities scheduled would be rescheduled, moved to a virtual environment, or cancelled.
2. Archives staff would not enter the archives for a minimum of 48 hours after the contamination was detected and the space has been thoroughly cleaned.
3. Archives staff would notify any patrons planning to use the archives during the time it is closed for cleaning to alert them to the change to the archives schedule. Staff would also post public notices about the change in archives operations on the VMI Archives website and other digital platforms.
4. Archives staff would continue to offer reference assistance to patrons through virtual methods (email, telephone, *Zoom*, etc.).
5. For times when patrons do not require remote assistance, the archives staff will work on updating existing digital records or adding new digital records to its platforms.
6. Archives staff will communicate at least once per day to discuss their progress on their work assignments as well any issues that arise.
7. Archives staff will continue to work remotely until it is determined that the contaminated workspace has been cleared for their return.

Research & Instruction Services

1. R&I would continue to provide library instruction, research consultation, and reference services by utilizing the online tools - Microsoft Teams, *Zoom*, email, and telephone.
2. Collection development would continue since new book and other materials requests can be made via email, the online suggestion form and other ordering tools.
3. Liaison relationships with all academic departments on Post will communicate virtually.
4. R&I responsibilities can be completed virtually from home.

Systems & Technology

Systems and Technology will continue to maintain, troubleshoot, and provide support for the library's electronic resources and library systems remotely.

Technical Services

1. Technical Services staff-assigned computers will be available for remote use due to special software installed on these computers. If not possible, staff will access “desktops” via remote.vmi.edu. Access to staff computers is key to productivity and normalcy.
2. Most acquisitions functions will continue.
3. Technical Services staff will perform record cleanup duties and training if not able to perform normal tasks.

User Services

1. User Services staff will telework.
2. Online course reserves would be managed remotely by staff.
3. Faculty can continue to make requests for course reserves at <https://libguides.vmi.edu/submitcoursereserves>
4. Interlibrary Loan (ILL) requests will continue to be accepted via <https://illiad.vmi.edu/>
5. Only digital materials will supplied while the library is closed.
6. All other User Services will be supported online via library@vmi.edu

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APPENDIX 4 (Physical Plant Operations) to ANNEX D (Administration and Logistics) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

1. Situation.

- a. General. Refer to Base OPLAN.
- b. Special. COVID-19 will affect the VMI Physical Plant (Physical Plant) Operations during the Fall 2020 semester and beyond. Flexibility and adaptability are baseline requirements for successful operations. To ensure the health and safety of the entire VMI community, modifications to the Physical Plant operations will be required. Physical Plant covers the maintenance of all buildings on post including barracks, academic buildings, and post housing. This puts the Physical Plant staff in contact with the entire VMI community.
- c. Constraints, Restraints, & Limitations
 - 1) Constraints (Must do)
 - a) Follow all applicable guidelines from federal, state, and VMI leadership with the understanding that these guidelines are fluid and will change over time.
 - b) Physical Plant must contribute to a safe environment for all cadets and staff while executing traditional maintenance including repairs, upkeep, HVAC requirements, cleaning, and approved projects.
 - c) The Physical Plant must contribute to a safe environment for all guests during events that draw people from outside the immediate VMI community such as sporting events, guest speakers, reunions, and other open events as they occur.
 - 2) Restraints (Must NOT do)
 - a) Physical Plant must not reduce safety measures and standards without approval by the Deputy Superintendent for Finance, Administration and Support.
 - 3) Limitations
 - a) The number of personnel will not change significantly with the exception of the Custodial staff.
 - b) Additional time will be required to conduct cleaning procedures (e.g., tools, Physical Plant vehicles, etc.), but the work day will not be lengthened under normal circumstances.
 - c) Overtime will be very limited and closely controlled.
- d. Risk. Physical Plant is at a higher risk of exposure as members of Physical Plant interact with the entire VMI Community, many vendors from across the State, and guests to VMI. Physical Plant personnel have a wide range of ages and health concerns that are known to put them at an increased risk from the effects of the COVID-19 virus.
- e. Specific Areas of Concern.
 - 1) Budgets
 - a) Physical Plant will begin the 1st Quarter operating under a modified budget. This could carry into the first part of the 2nd Quarter. These budget numbers are expected to be solidified once determinations on state funding and enrollment numbers are made.
 - b) Additional expenditures for PPE, equipment, and supplies will be required.
 - 2) Physical distancing is not always possible (e.g., limited vehicles, multi-person work/repairs, etc.). See coordinating instructions for risk mitigation measures.

- 3) Physical Plant works with a variety of contractors who may not have the same safety protocols or focus on virus prevention as VMI. See coordinating instructions for risk mitigation measures.
 - 4) Physical Plant works across the entire Post. If behaviors become lax, Physical Plant could become carriers of the virus to all corners of VMI. See coordinating instructions for risk mitigation measures.
- f. Assumptions.
- 1) Work roles required to support events will not change, although some events may be cancelled, i.e., Physical Plant will be responsible to park cars and conduct traffic control during home football games, with or without vendor support.
 - 2) VMI will be in the “Highest Risk” categories per the Virginia Higher Education Reopening Guidance based on the uniqueness of VMI.

2. Mission. The VMI Physical Plant will maintain a safe and healthy environment during the fall 2020 semester and beyond in order to provide the best in-person experience possible for all who live, work, or visit VMI while in a COVID-19 influenced environment.

3. Execution.

- a. Scheme of Support. At a high level, the mission of Physical Plant has not changed. How we complete our traditional mission is different. Physical Plant will stay current with and then meet or exceed the guidelines provided by, but not limited to, agencies such as the Centers for Disease Control (CDC), the Virginia Department of Health (VDH), the State Council for Higher Education for Virginia (SCHEV), and the American Society for Heating, Refrigeration, and Air-Conditioning Engineers (ASHRAE).
- b. Subordinate Elements tasks.
 - 1) Custodial Teams – Refer to *Annex D, Appendix 5, Physical Plant Custodial Operations*.
 - a) Create and fill a new Custodial Manager position (Completed 10JUN2020)
 - b) Fill all new positions as well as current and future open positions as quickly as possible.
 - 2) Home Maintenance & Water Proofing Team
 - a) Requirement to wear facial coverings in faculty post housing regardless of physical distances.
 - 3) HVAC Systems
 - a) Conduct air flushes (positive pressure) 2 hours before use each morning.
 - b) Routinely verify and monitor that each building is getting their designed amount of outside air exchange.
 - c) Disable demand controlled ventilation where present to facilitate more frequent air exchanges.
 - d) Stay current with ASHRAE guidelines.
 - 6) Customer Service
 - a) Identify all COVID-19 requests and create a Work Order with the appropriate information for tracking COVID-19 related time and expenditures.
 - 7) Motor Pool
 - a) Perform enhanced cleaning procedures for the lend fleet.
 - 8) Fire & Safety

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- a) Conduct periodic training on the COVID-19 virus.
 - b) Maintain the Physical Plant COVID-19 Safety Plan.
 - c) Ensure Physical Plant vendors and contractors have a copy of the Physical Plant COVID-19 Safety Plan.
 - d) Maintain copies of Physical Plant vendors' and contractors' COVID-19 Safety Plans.
- c. Coordinating Instructions.
- 1) Heat Plant and HVAC: Maintain proper heating and humidity per ASHRAE guidelines.
 - 2) Follow the Physical Plant COVID-19 Safety Plan.
 - 3) Report all COVID-19 expenditures, time, and materials on the appropriate COVID-19 Work Orders to track related spending.
 - 4) Ensure any Physical Plant vendor or contractor working in your area is following safety protocols.
 - 5) Utilize Microsoft Teams meetings as much as possible.
 - 6) Supervisors and managers will perform unannounced safety checks.
 - 7) Supervisors and managers will verify worker health daily related to COVID-19.
 - a) Verify they are fever free.
 - b) Verify they do not have coughing or shortness of breath.
 - c) Verify they have not had close contact with an active COVID-19 case.
 - d) All suspected cases will be reported immediately through the proper channels.
 - 8) Stagger breaks, lunch, and start times including expanding locations at which breaks and lunch are taken.
 - 9) Maintain physical distances of 6 foot or greater or wear a facial covering when that is not possible at all times including travel, break, and lunch times.
 - 10) Emphasize hygiene, i.e. cleaning vehicle interiors, wiping down tools, etc.
 - 11) Require additional lead-time on event set-ups to allow an approach that follows physical distance precautions.
 - 12) Minimize contractor work and maximize Physical Plant performed projects (may take longer to get projects done based on prioritization/scheduling, but will save money).
 - 13) Physical Plant leadership team to weigh the use of vendors during open events for certain roles to reduce exposure of VMI personnel.
 - a) Consider for outside roles only, e.g., parking cars.
 - b) Event vendors must comply with all applicable federal, state, and VMI guidelines.

4. Sustainment.

- a. Class III – Physical Plant will maintain a minimum of one-month's supply of fuel, both gasoline and diesel.
- b. Class VIII – Physical Plant Warehouse will maintain a minimum of a one-month's supply of required PPE and cleaning chemicals.
- c. Normal operations for all other applicable classes of supply.

5. Command and Signal.

- a. Command.
 - 1) Director of the Physical Plant – LTC Michelle Caruthers
 - 2) Deputy Director of the Physical Plant – MAJ Eric Schwartz

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- 3) HVAC Systems and Heat Plant Manager – MAJ Todd Willey
 - 4) Chief of Maintenance & Operations – Mr. Larry Camper
 - 5) Custodial Manager – Ms. Sheila Garrett
 - 6) Engineering Group
 - 7) Fire & Safety and Lock Shop Manager – Mr. Mike Jennings
 - 8) Customer Service and Logistics Manager – Mr. Steve LeBlanc
- b. Reports.
- 1) Issues may be reported using the normal reporting procedures.
 - 2) Routine or non-emergency issues.
 - a) Email the Physical Plant Customer Service Desk at PhysicalPlantHelp@VMI.edu
 - b) Call Physical Plant Customer Service at 540-464-7357.
 - 3) Emergency issues.
 - a) Call the VMI Police at 540-463-9177.
 - b) For fire police, or related emergencies, call 911.

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APPENDIX 5 (Physical Plant Custodial Operations) to ANNEX D (Administration and Logistics) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

1. Situation.

- a. General. Refer to Base OPLAN.
- b. Special. COVID-19 will affect the VMI Physical Plant custodial operations during the Fall 2020 semester and beyond. To ensure the health and safety of the entire VMI community, modifications to the custodial cleaning and disinfecting procedures are required. The Physical Plant provides custodial services to all VMI facilities on Post with the exception of Crozet Hall. Cleaning of Crozet Hall falls under the responsibility of the dining services contract.
- c. Constraints, Restraints, & Limitations
 - 1) Constraints (Must do)
 - a) All academic classrooms must be disinfected using hydrostatic sprayers each evening.
 - b) Follow all applicable guidelines from federal, state, and VMI leadership with the understanding that these guidelines are fluid and will change over time.
 - c) Physical Plant must help provide a safe environment for all cadets, faculty and staff.
 - d) The Physical Plant must help provide a safe environment for all guests during events that draw people from outside the immediate VMI community such as sporting events, guest speakers, reunions, and other open events as they occur.
 - 2) Restraints (Must NOT do)
 - a) Must not reduce safety measures and standards without agreement from VMI Leadership.
 - b) Must obtain VMI leadership approval of significant changes to the custodial program organizational structure prior to implementing. Possible changes include altering shift start/end times, adding an evening shift, and adding new custodial positions.
 - 3) Limitations
 - a) Limited personnel available to perform increased cleaning and disinfecting frequency and procedures
 - b) Limited time requirements to clean and disinfect between users.
- d. Risk.
 - 1) Physical Plant custodians are at a higher risk of exposure as they interact with the entire VMI Community and guests. Physical Plant custodial personnel have a wide range of ages and health concerns known to put them at a higher risk from the effects of the COVID-19 virus.
 - 2) Improper cleaning and disinfection could increase the risk of spreading disease.
- e. Specific Areas of Concern.
 - 1) High use and shared spaces such as hallways, stairwells, entrances and Barracks where substantial numbers of people pass through will necessitate special focus and increased cleaning frequency.
 - 2) Many custodial staff are in the elevated risk group for effects from COVID-19.

- 3) An outbreak occurring among the custodial staff could have serious short term consequences on the frequency and quality of cleaning and disinfecting of the facilities due to decreased resources.
- f. Assumptions.
 - 1) Work roles to support VMI events will not change.
 - 2) Sufficient staff available to provide daily custodial services and contracted cleaning services if needed during an emergency.
2. **Mission.** The VMI Physical Plant will maintain a safe and healthy environment during the Fall 2020 semester and beyond in order to provide the best in-person experience possible for all who live, work, or visit VMI while in a COVID-19 influenced environment.
3. **Execution.**
 - a. Scheme of Support. At a high level, the mission of the Physical Plant custodial services has not changed. Custodial services will meet or exceed the guidelines provided by, but not limited to, agencies such as the Center for Disease Control (CDC), the Virginia Department of Health (VDH), the Environmental Protections Agency (EPA), and the State Council for Higher Education for Virginia (SCHEV).
 - b. Tasks.
 - 1) **Staffing:** Reorganization of the custodial program is being considered. The targeted completion date for the program reorganization evaluation is 10 July 2020. The custodial program evaluation consists of analyzing procedures, training, and staffing levels to properly maintain standard facility cleanliness, as well as additional standards reflecting the CDC guidance for COVID-19. It is anticipated that shift adjustments may be necessary, or perhaps a new evening shift to meet the needs of the various facilities and uses. Given the increased workload to accommodate COVID-19 enhanced cleaning requirements, it is likely that additional staffing will be necessary.
 - 2) **Cleaning Procedures:** Physical Plant custodial services will maintain cleaning and disinfecting practices in accordance with CDC guidelines. Custodians will perform routine cleaning and disinfecting of occupied spaces and will provide enhanced cleaning and disinfecting frequently touched indoor surfaces and building doors. Cleaning is defined as using soap/detergent and water to remove dirt and impurities. Disinfecting is defined as killing germs on the surface. Routine cleaning consists of the Physical Plant's current cleaning and disinfecting process.

Routine cleaning and disinfecting of standard facility rooms and areas will typically be performed once per day. The custodians will also provide enhanced cleaning of high-touch surfaces two to three times daily, based on shifts and building/space usage. The high touch surfaces include light switches, doorknobs, push handles, elevator buttons, handrails, faucets and water fountains, as examples. It is not feasible for custodial services to clean and disinfect all tables, chairs, desks, and lab counters between each user. Disinfecting wipes or spray will be provided in these areas for cadets, faculty and staff to clean their area prior to use. Hand sanitizer dispensers will be placed at primary building entrances/exits.

- 3) **Facility Contamination:** In the event a facility has been occupied by a confirmed COVID-19 case (contaminated), the areas visited by the ill persons will be closed and CDC guidelines will be followed. The building coordinator of the affected building will be notified of the contamination for further dissemination. To maximize outside air exchange within the affected building, doors and windows will be opened and the HVAC system will be operated in a manner to further flush out the indoor air. Depending on the building setup and occupancy needs, the facility may remain unoccupied up to 24 hours before beginning cleaning and disinfecting, or as practical. To expedite the disinfection process for a contaminated facility, additional custodians will be deployed, and electrostatic foggers will be utilized. In the event that VMI does not have the in-house custodial resources during an emergency, professional cleaning services can be acquired through VASCUPP contracts to supplement the custodial staff. Physical Plant will ensure the Dean's Office is notified of any classroom taken offline. Notification will include when the classroom is taken offline and when it is anticipated to return to service. Any delays in returning the classroom must also be reported.
- c. Coordinating Instructions. Below are examples of cleaning frequencies and procedures for various spaces:
- 1) Classrooms: All academic classrooms must be disinfected using hydrostatic sprayers each evening. Additionally, custodians will provide enhanced cleaning of high-touch surfaces two to three times daily. Disinfectant wipes or spray cleaner will be available for cadets and faculty to clean their area prior to use. As a result of centralized scheduling, there are no departmental "owners" of academic spaces. Therefore, custodial teams will be responsible for inventorying cleaning supplies (especially the wipes) on a daily basis and replenishing them as required.
 - 2) Offices: In general, custodians will provide daily trash removal and routine office cleaning. Office occupants will use disinfecting wipes or spray cleaner to further clean their spaces.
 - 3) Breakrooms: Custodians will provide daily routine cleaning and enhanced cleaning of high-touch surfaces two to three times daily. Disinfectant spray bottles will be placed in break rooms for departmental use.
 - 4) Conference rooms: Custodians will provide daily routine cleaning and enhanced cleaning of high-touch surfaces two to three times daily. Disinfectant wipes or spray cleaner will be available for occupants to each clean area prior to use.
 - 5) Hallways and Stairwells: Custodians will provide daily routine cleaning and enhanced cleaning of high-touch surfaces a minimum of three times daily.
 - 6) Weight rooms: In general, custodians will provide daily trash removal and routine floor cleaning. Enhanced cleaning will be performed on high-touch surfaces two to three times daily. Weight room occupants will be provided with cleaner to wipe down equipment and individual space after each use.
 - 7) Bathrooms: Custodians will provide daily routine cleaning and enhanced cleaning of high-touch surfaces two to three times daily.

- 8) Barracks: Custodians will provide daily routine cleaning and enhanced cleaning of high-touch surfaces a minimum of three times daily for common spaces and stoop area. Bathrooms will receive routine cleaning twice per day and enhanced cleaning two to three times per day. Cadets are responsible for cleaning their rooms and will be provided with disinfecting wipes or spray.
- 9) Crozet Hall Dining: Cleaning of Crozet Hall is to be provided by the dining service contractor.
- 10) Motor Pool: Checked out vehicles will be cleaned and interior surfaces disinfected upon each return to the Physical Plant. The Motor Pool staff is responsible for cleaning returned vehicles.
- 11) Events (athletics, guest speakers, reunions, etc.): Each event is unique. A custodial plan will be developed prior to each event to identify risks, define cleaning frequencies and staffing need.
- 12) Unoccupied spaces: Per CDC Guidance, when a facility or space has been unoccupied for 7 days or more, only routine cleaning is necessary to re-open the space. Domestic water systems will be flushed prior to re-opening spaces to flush out stagnant water.

4. Sustainment

- a. **Cleaning Supplies and Equipment:** The Physical Plant purchases cleaning supplies for custodial services and stores supplies in the warehouse until distributed to building custodial supply closets. The supply closets are monitored by the custodial supervisors and are restocked, as needed. The Physical Plant procurement staff monitor the warehouse stock. Due to the pandemic, many cleaning supplies are difficult to acquire. The volume of cleaning supplies stocked is currently higher than pre-pandemic in anticipation that future orders may be delayed, or an increased need may occur. VMI's central procurement office also has disinfectants, wipes, and hand sanitizer purchasing power through the Virginia higher education purchasing cooperative.
- b. COVID-19 EPA approved disinfectants are purchased in concentrated form and dispersed into bottles at the Physical Plant. Each bottle is properly labeled with directions for safe and effective use. Safety Data Sheets (SDS) are retained at Physical Plant and in supervisor offices. Portable electrostatic sprayers have been ordered and delivery is expected in August 2020.

5. Command and Signal.

- a. Command.
Director of the Physical Plant – LTC Michelle Caruthers
 - 1) Shelia Garrett – Custodial Program Manager
 - a) Regina “Faye” Walker – Custodial Supervisor
 - b) Blaine “Butch” Staton – Custodial Supervisor
- b. Reports.
 - 1) Issues may be reported using the normal reporting procedures.
 - 2) Routine or non-emergency issues.
 - a) Email the Physical Plant Customer Service Desk at PhysicalPlantHelp@VMI.edu
 - b) Call Physical Plant Customer Service at 540-464-7357.
 - 3) Emergency issues.

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- a) Call the VMI Police at 540-463-9177.
- b) For fire police, or related emergencies, call 911.

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APPENDIX 6 (VMI Police Operations) to ANNEX D (Administration and Logistics) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

1. Situation.

- a. General. Refer to base OPLAN.
- b. Special. It is the intent of the VMI Police Department to continue providing the highest level of service to the community, while also minimizing risk of COVID-19 exposure for officers and the public. Law enforcement services often require face-to-face contact with the public, and frequently require physical contact as well. VMI Police Officers will limit these contacts to the greatest extent possible without compromising the mission of the department.
- c. Constraints, Restraints, & Limitations.
 - 1) Constraints. VMI Police Officers will respond to calls for service and will take action, whenever necessary, to prevent harm to others and to intervene in criminal behaviors.
 - 2) Restraints. While taking all possible precautions to avoid unnecessary risk of exposure, VMI Police will not turn a blind eye to criminal activities that would endanger the welfare of the VMI community or interfere with the safe operations of the Institute.
- d. Risk. VMI Police Officers may be involved in situations that require close contact with members of the public, through face to face interviews, the use of physical force, calls for service involving sick or injured persons, and the transport of individuals in patrol cars.
- e. Specific Areas of Concern. The risk of exposure in shared office spaces and patrol cars.
- f. Assumptions. VMI Cadets will return to Post for the fall 2020 Academic Semester.

2. **Mission.** The mission of our Department is to provide services to the VMI community. Those services include, but are not limited to protecting the lives and property of the VMI community including cadets, faculty, staff, and visitors; enforcing the laws of the Commonwealth of Virginia; regulating traffic at the Institute; and investigating all matters in which VMI has an interest. Our goal is to provide an environment where cadets, staff, faculty, and visitors can pursue their professional and personal objectives with minimal concern for their well-being and the safety of their possessions.

3. Execution.

- a. Scheme of Support.
 - 1) VMI Police will limit risk of infection for departmental personnel to the greatest extent possible, while maintaining continuity of essential operations.
 - 2) VMI Police will continue to uphold the rule of law to maintain public safety, prevent victimization and continue to support the community.
 - 3) Continuity of Operations
 - a) At a minimum, respond to life-saving emergencies, serious crimes in progress/recently occurred, crimes against persons, vehicle collisions involving injuries or fatalities, death investigations, and other responses as staffing levels allow. Telephone reporting of minor crimes may be taken by patrol officers on their mobile phone, or they may advise the caller to send in the information via text or email for a report to be generated at a later date.

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- b) All sworn personnel, regardless of rank are subject to temporary reassignment to mission critical components as the available workforce declines.
 - c) Work schedules and shift hours beyond the normal shifts are subject to change with little or no advance notice to meet needs and maintain operational effectiveness.
 - d) Will consider alternative staffing methods such as shared service provision with neighboring agencies, shift modifications, cancellation of leave and non-essential travel.
 - e) Organize a network of off-duty personnel who are on-call and ready to report for duty, if a shift has a critical shortage of officers.
- 4) Police Station Operations
- a) Employees will not be allowed access to the police building if they are sick or show any signs or symptoms of illness. Visitors will be strictly limited. All employees and visitors required to clean hands immediately upon entering the building.
 - b) Community members that want to meet with staff will be told that the station is doing its part to respect the “social distancing” guidelines from the CDC and other health officials. Options should be explained, including:
 - (1) Conducting business at the lobby by speaking to on-duty personnel through a clear physical barrier.
 - (2) Meeting with staff but maintaining social distance at the office or at other mutually agreeable locations.
 - c) Concentrate the efforts of custodial staff on the cleaning and sanitizing of all frequently touched surfaces within the building such as counters, doorknobs/handles, telephones, copiers, vending machines, elevators, and restrooms.
 - d) The department will ensure that an adequate supply of PPE and alcohol-based sanitizers are available to all personnel.
 - e) Personnel should not use other workers phones, desk, offices, or other work tools and equipment. If there is a need to use other officer’s equipment, the employee shall clean all contacted surfaces with an appropriate disinfectant.
 - f) Roll Call will be as brief as possible with no traditional training. Officers should also refrain from hand shaking or other greetings involving personal contact and should remain at least (6) feet apart to reduce the potential opportunity for spread of disease.
 - g) Suspend any community outreach programs not essential to operations (such as ride-along, public service transports, and finger-printing).
 - h) Avoid grouping officers together in a confined space.
- 5) Equipment and Vehicle
- a) Disinfect the patrol vehicle when starting a shift and after providing transporting services. If using a shared vehicle, do not rely on the officer from a previous shift to do it. Wear gloves and other protection when cleaning the vehicle.

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- b) Disinfect duty belt (gun belt/equipment belt), tactical vest, and other personal gear at the end of each shift or during the shift if concerned about exposure. Disinfect handcuffs after an arrest and if available, use flex-cuffs in place of handcuffs.
 - c) If exposed to COVID-19 or concerned about the possibility of exposure, arrange to take the vehicle out of service (i.e., deadline the patrol vehicle). Make notification about the location of the deadline vehicle immediately to the shift supervisor.
 - d) VMI police vehicles are equipped with an Infectious Control Kit (also known as Personal Protective Equipment, or PPE). Included in the kit are disposable gloves, disposable coveralls, an N-95 mask and eye protection.
 - e) In instances when there is close contact with an individual suspected of having COVID-19, officers are to utilize the PPE kit.
- 6) Patrol Protocols
- a) Encourage officers to communicate with victims and complainants outdoors on calls when entry into a building is unnecessary.
 - b) Continue to coordinate with Rockbridge Emergency Communications Center to screen and triage calls related to COVID-19.
 - c) Use Closed Circuit Television System to monitor and enforce applicable social distancing guidelines promulgated by the Governor's Executive Order.
 - d) Plan for an increase in mental health issues impacting employees and for a potential rise in workplace violence.
 - e) When identification is required, have the subject show the officer his/her identification without taking it from them, so that the officer does not physically touch the document.
 - f) Officers shall continue with proactive enforcement throughout the post and should maintain safe distances during interviews and other contacts with victims, witnesses, suspects, and others. Six feet between individuals is recommended.
 - g) The entire VMI community must practice social distancing from others to minimize the spread of the virus.
 - (1) Effective partnerships between the police and members of the VMI community will ensure levels of compliance, especially regarding voluntary social distancing.
 - (2) Special enforcement of social distancing in the barracks should primarily fall under the Commandant staff with assistance from the guard team.
 - (3) All VMI police officers will continue to educate the community about the importance of social distancing and will seek voluntary compliance from individuals who are violating the order.
- 7) Personal Protection during Potential Exposure
- a) During traffic stops, the department suggests that officers try to collect an individual's information without touching their driver's license.
 - b) Practice proper hygiene procedures by washing hands frequently for at least 20 seconds.
 - c) Avoid touching face, nose, eyes, and mouth after handling a call for service until hands are washed or sanitized.

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- d) Avoid touching or leaning against furniture, vehicles or other objects and avoid using handrails.
 - e) Avoid shaking hands.
 - f) Take sick leave if feeling ill, particularly if symptoms include fever and respiratory problems.
 - g) If personal exposure to COVID-19 becomes a concern, contact your shift supervisor and Human Resources and then begin self-quarantine. Avoid contact with others until guided by a department official or health professional on how to proceed.
- 8) Arrest and Summons Procedures
- a) Officers are encouraged to exercise discretion and avoid arrests for minor offenses that do not endanger others, including property crimes.
 - b) When it is necessary to charge someone with a crime, the officer will consider citing and releasing the individual rather than taking the subject to a lockup facility.
- 9) Post Access Control Procedures
- a) This current pandemic may require the VMI administration to limit pedestrian and vehicular traffic on Post and minimize accessibility to rooms/buildings to reduce the risk of transmission to cadets, employees and visitors.
 - b) If Virginia Department of Health determines there is a COVID-19 outbreak on Post then the Access Plan should be implemented within a reasonable time frame.
 - c) If restrictive movement on the roadways is warranted, barriers and appropriate signage may be erected to reduce traffic at all of the access points. Only emergency service vehicles and authorized employees will be allowed to enter the Post at predetermined access points.
 - d) Access to certain buildings on Post shall be limited to cadets and authorized employees at all times. Only essential personnel will be granted permission to enter critical facilities.
 - (1) Exterior doors to academic and non-academic buildings shall remain in a locked position with accessibility provided with a VMI ID card.
 - (2) Employees will alert the VMI Police if they witness unauthorized personnel in their building.
 - e) The reopening of the Post shall be approved by VMI administration under the guidance of state and local health authorities.
- b. Subordinate Elements.
- 1) VMI Patrol officers will limit discretionary traffic enforcement and the enforcement of non-violent, misdemeanor criminal infractions. When possible, enforcement will be managed without taking subjects into physical custody.
 - 2) VMI Patrol Officers will support all VMI access control measures through regular patrols, building checks and enforcement, as necessary.
 - 3) VMI Patrol officers will be provided with PPE and will use it when required to engage in face-to-face interactions with the public.
- c. Coordinating Instructions.

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- 1) All VMI Police Department employees will share responsibility for regularly cleaning and disinfecting all shared workspaces and equipment.
 - 2) All VMI Police Department employees will practice social distancing, utilizing electronic and other alternate means of communication to avoid face-to-face contact when possible.
 - 3) All VMI Police Department employees will be subject to scheduling and assignment changes per the needs of the Department. Officers will maintain operational readiness in support of this objective.
4. **Sustainment.** VMI Police Department will seek guidance from DCJS, VDH and the CDC for best practices and will alter practices and procedures in order to comply. The Department will continue to prioritize the safety and security of the VMI community and will work with the Institute to enforce any new policies and access control regulations as they are implemented.
5. **Command and Signal.**
- a. **Command.** The Chief of Police is responsible for implementing and enforcing all changes to operations and elements of the supporting plans.
 - b. **Reports.** The Chief of Police is the POC for VMI Police Department. Issues related to the Department's supporting plan should be reported directly to him by phone or email.

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ANNEX F (Communications & Marketing) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

1. Situation.

- a. General. Refer to Base OPLAN.
- b. Special. COVID-19 has disrupted the operations of every aspect of VMI operations and created the need for timely, accurate communication about the various changes to Institute operations. It is the intent of VMI Communications & Marketing (C&M) to provide the latest, useful information about COVID-19 as it relates to VMI operations to cadets, faculty, and staff in a timely manner in order to maintain the health and well-being of the VMI community. C&M manages the Institute's social media channels and website and develops, designs, and prints Institute publications.
- c. Constraints, Restraints, & Limitations.
 - 1) Constraints. C&M will follow all applicable COVID-19 guidelines from federal, state, and VMI leadership
 - 2) Restraints. C&M will only communicate accurate, approved information.
 - 3) Limitations. The amount of C&M staff available to move projects forward is the biggest limiting factor toward supporting operations in a timely manner.
- d. Risk. Most C&M staff is at limited risk of exposure to COVID-19. However, a number of staff member's responsibilities require them to be at various events around Post thereby increasing the risk of exposure. Most staff, with a few limited exceptions, can perform all of their responsibilities in a telework setting.
- e. Assumptions. COVID-19 information and decisions will be shared with and/or communicated to the Director of Communications and Marketing sufficiently such that the information can be communicated to key audiences in a timely manner. Withholding or holding information until the last minute, even if such information is not final, can delay the communications process and jeopardize the health and well-being of VMI's key audiences.

2. **Mission.** The VMI Communications and Marketing department exists to promote, protect, and defend the mission of the Virginia Military Institute.

3. Execution.

- a. The C&M office operates in four key areas: Command, News and Editorial Services, Online Communications and Branding, and Publications. Information pertinent to VMI COVID-19 operations and changes to policies, regulations, and practices will be delivered primarily via vmi.edu with other channels pointing users to the web for the latest information.
- b. VMI.edu will be updated on a daily basis at or around 1600 unless the timeliness of information dictates otherwise. C&M will coordinate closely with communications partners around Post including the VMI Alumni Agencies and VMI Athletics. Messaging and distribution of COVID-19 information will be tailored to the following audiences and communications channels as appropriate:
 - 1) Audiences
 - a) Cadets
 - b) Cadet Family Members

- c) Faculty
- d) Staff
- e) Alumni
- f) Lexington / Rockbridge County community
- g) Prospective cadets
- 2) Communications Channels
 - a) VMI.edu
 - b) Social media channels
 - (1) Facebook
 - (2) Twitter
 - (3) Instagram
 - (4) Tumblr
 - c) Email
 - d) Printed publications
 - (1) Institute Report
 - (2) Superintendent's Newsletter
 - (3) Other publications as necessary
 - e) Media Relations
 - (1) Local media
 - (2) Regional media
 - (3) Specialty media
 - (4) National media
- 4. **Sustainment.** C&M will prioritize the communication of COVID-19 information as necessary. Staff will be cross-trained and outside contractors will be utilized to continue the day-to-day communications and marketing operations of the Institute.
- 5. **Command and Signal.**
 - a. Command
 - 1) Director of Communications and Marketing – COL Bill Wyatt
 - 2) News and Editorial Services – MAJ Michelle Ellwood
 - 3) Marketing and Web Services – MAJ Beth Holcomb
 - 4) Publications – BR Floyd
 - b. Reports. The Director of Communications is the point-of-contact for VMI Communications and Marketing. Issues related to the department's supporting plan should be reported to him by phone or email.

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ANNEX K (Information Technology) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

1. **Situation.**

- a. General. *Refer to Base OPLAN.*
- b. Special. Returning to the academic schedule in the COVID-19 environment will require flexible alternatives to conventional technology support while ensuring the health and safety of IT staff, and the VMI community.
- c. Constraints, Restraints, & Limitations
 - 1) Constraints (Must do)
 - a) Follow all applicable guidelines from federal, state, and VMI leadership.
 - b) Contribute to a safe environment while providing technical support to all facets of the VMI community.
 - c) Maintain the highest degree of customer service possible.
 - d) Continue installation, development, and implementation of new and continuing technology for all aspects of the Institute.
 - e) Maintain a high standard of security best practices to safeguard the data and intellectual property of the Institute.
 - 2) Restraints (Must NOT do)
 - a) Reduce safety or health related practices for IT members or the VMI community.
 - b) Downgrade customer service or technical support to the Institute.
 - 3) Limitations
 - a) Inability to support faculty or staff personally owned devices if they are working in a remote location.
 - b) Social distancing in office spaces without altering employee work schedules or physical locations.
- d. Risk
 - 1) Department member's exposure while working with other members of the VMI community.
- e. Specific Areas of Concern
 - 1) Staff visiting cadet barracks rooms supporting wireless network.
 - 2) Handling equipment used by others.
- f. Assumptions.
 - a. COVID-19 guidelines continue in Phase II to Phase III. No relapse in requirement or return to online classes only.

2. **Mission.** The Information Technology Department will provide the highest level of customer service to all VMI Faculty, Staff and Cadets as required to carry out the academic and administrative missions in a COVID-19 constrained environment.

3. **Execution.**

- a. Scheme of Support. The Department of Information Technology (IT) will provide technical support for academics, administrative offices, and cadets through the faculty /

staff and Barracks Help Desks. We will continue to remediate hardware and software issues, support instruction in the classrooms and continue implementation of newly developed technologies and services. IT will provide remotely accessible support wherever possible. To accomplish this action, IT will operate during normal business hours taking steps to assure a healthy work environment. Staff members will work on site or remotely as necessary to accomplish the technology support of the Institute.

b. Tasks.

- 1) Poll faculty before the start of the fall semester to determine which of those slated to teach online throughout the semester have the ISP bandwidth and computer assets necessary to accomplish that task. Provide “hotspots” as required.
- 2) Poll faculty before the start of the fall semester to determine who – if the transition to a wholly online format is directed – will require assistance with ISP bandwidth and/or hardware assets. Ensure IT has the hotspot, laptops, or webcams available on site if/when required.
- 3) Build a pool of computer assets that cadets can “temp loan” as required to complete online courses conducted on Post.
- 4) IT Staff will work on site and remotely according to position duties and responsibilities. Individuals whose duties require in person visits to offices and classrooms will work on site. Adjustments to staff work hours and physical office location will be utilized to accommodate social distancing.
- 5) A specific Canvas help email address has been provided for faculty to email directly to individuals specializing in assisting with Canvas Learning Management.

c. Coordinating Instructions.

- 1) Personal visits to the faculty/staff help desk are to be made only by appointment and if the issue cannot be resolved remotely.
- 2) An online form has been created to allow cadets to submit a support request to the Barracks Help Desk to reduce time necessary to visit the Barracks Help Desk room.

4. **Sustainment.** To ensure IT will be able to continue to operate throughout the semester, divided doors and plexiglass guards will be constructed at both Help Desk areas to promote social distancing and limit personal exposure to the visitor and IT staff member.

5. **Command and Signal.**

a. Command

- 1) COL Wes Robinson, Director of Information Technology – 7036
- 2) MAJ Leonard Vaughn (Flex) – Information Security Officer – 7725
- 3) MAJ Kris Blackthorn – Web Developer – 7958
- 4) Mr. Darrell Campbell – Ellucian Database Administrator - 7508
- 5) Mrs. Laurin Hanger – Desktop Manager and Canvas Administrator - 7781
- 6) Mrs. Melinda Jones – Administrative Assistant - 7341

b. Reports. Reporting will be through regular staff and individual meetings with the Director of Information Technology.

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ANNEX L (VMI Emergency Management and Interagency Coordination) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

1. **Situation.** VMI must ensure its operations are performed with minimal disruption during all-hazards, emergencies or other situations that interfere with normal operations. The Emergency Management Office (EMO) assists in the planning and coordination of both internal and external agencies for structuring the response and recovery as VMI moves toward re-opening for the Fall 2020 semester.
 - a. General. In support of VMI's Fall 2020 plan, the EMO will closely coordinate with external local, regional, and state agencies to ensure VMI leadership has situational awareness that could impact VMI operations. Refer to paragraph 1.d. Supporting Commands and Agencies of the Base OPLAN.
 - b. Special. The EMO will oversee the contact tracing program, working with VMI Human Resources, VMI Infirmary and coordinating with Central Shenandoah Health District (CSHD) to establish and sustain effective communication throughout the process. In addition, EMO will assist with the education of the VMI community.
 - c. Constraints, Restraints, & Limitations specific to subcommittee's functional area and not covered in the base OPLAN.
 - 1) Constraints. Ensure VMI is operating safely and in accordance with VDH and CDC guidelines.
 - 2) Restraints. Refrain from relaxation of guidance unless justified by conditions and ensure strict adherence of in-place measures for the safety of the Corps, faculty, staff, and visitors to Post.
 - d. Risk. If the approved OPLAN to re-open in Fall 2020 is not followed and revised based on changing information, the safety of the Corps, faculty, staff, and visitors to Post will be jeopardized. Flexibility will be key.
 - e. Specific Areas of Concern. The screening program will include the use of technology integrated with the VMI Infirmary/EMT staff to support information gathering and effective decision making.
2. **Mission.** To establish and maintain internal and external communications to support VMI operations.
3. **Execution.**
 - a. Scheme of Support. The EMO will support as required, monitor external conditions and ensure the VMI leadership is informed so sound decisions can be made, ensuring the safety of the VMI community.
 - b. Coordinating Instructions. Receive daily State, VDH and CDC information and report through established internal VMI structure.
4. **Sustainment.** The VMI EMO will monitor external information from local, regional, and state agencies and will work across VMI departments to review and modify process and procedures as required.
5. **Command and Signal.**
 - a. Command. Col James Williams is the Director of Emergency Management

- b. Reports. Col Williams will provide reports and information to the Deputy Superintendent for Finance, Administration and Support and/or established committee structure.

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ANNEX Q (Medical Services) to the VMI Fall 2020 Return to Post and In-Person Classes
OPLAN

1. **Situation.**

- a. General. Refer to base OPLAN.
- b. Special. There is no known cure to COVID-19. Prevention, detection, isolation and treatment of symptoms are the primary tools available at this time. With that in mind, Medical Services become critical to keeping the Institute infection free and fully functional for the Fall 2020 semester.
 - 1) Constraints. Need to provided optimal medical care for cadets in the setting of Covid-19 pandemic while reducing risk to staff.
 - 2) Restraints. Avoid any procedures or protocols that risk causing harm to cadets or staff, especially during high risk times such as Matriculation week.
- c. Risk. Continuing to provide medical care in the setting of the pandemic will require a careful balancing of easy availability and risk reduction.
- d. Specific Areas of Concern.
 - 1) Large numbers of VMI cadets descending on the Institute at the same time will quickly overwhelm the capacity of the Post Infirmary and could risk contamination of the barracks if allowed to enter the barracks before screening and evaluation occurs. Phasing the return of the Corps of Cadets and then staggering dates and times within those phases is the most the most effective means of repopulating the VMI Post. Additionally, the Commandant's Office must have staff members posted at the barracks gates to ensure every cadet is re-directed to the Post Infirmary before entering the barracks.
 - 2) After hour Infirmary visits when there is only one health worker in the Infirmary reduces the flexibility in caring for the cadet and might increase the risk of infection. Some staff members have medical conditions that make them more vulnerable to serious health consequences if infected with COVID-19.
- e. Assumptions. Current plans assume at least Phase II state guidelines, no local surge in Covid-19, and improved testing capability with faster turnaround time by August.

2. **Mission.** The VMI Infirmary will continue to provide medical care for the cadets while carefully monitoring for the presence of COVID-19 on Post to allow for safe operations.

3. **Execution.**

- a. Scheme of Support. VMI provides medical services through a system of layers. The cadet EMTs provide immediate evaluation and response. Staffed with a doctor and nurses, the VMI Infirmary provides clinical level services for routine health care. The VMI Infirmary Staff also provides medical guidance for VMI leadership. The final layer of services includes health services provided primarily by Carilion Stonewall Jackson Hospital. While providing medical care for Cadets, the Infirmary will need to take extra care to provide a safe work environment for the nurses. Distancing and proper PPE, reducing the number of walk in visits, keeping cadets overnight for observation, and housing cadets pending test results will be some of the challenges.

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- b. Additional Revised Infirmiry Procedures. The VMI Infirmiry has revised its procedures to incorporate VDH and CDC COVID-19 recommendations. These changes include:
- 1) Infirmiry staff will:
 - a) Complete on-line educational programs.
 - b) Complete individual in-person training for clinical, administrative and maintenance staff.
 - c) Stay informed about testing options and implement when available.
 - d) Practice with personal protective equipment.
 - e) Order anticipated supplies.
 - 2) Identify cadets at higher risk.
 - a) Infirmiry staff will contact all known cadets who are known to be at increased risk of serious illness with Covid-19 to review the specifics of their situation.
 - b) Survey all returning cadets if they have been diagnosed with any condition or prescribed any medication that would decrease their immune response to infection.
 - c) Coordinate with VMI leadership the actions required for cadets identified as being at increased risk.
 - (1) Should they be allowed to return to Post in the fall semester?
 - (2) What specific arrangements should be made for their continued education in each instance?
 - 3) Coordinate training of EMTs.
 - a) Review procedures for Cadet daily health checks.
 - b) Review EMT personal protection equipment requirements and practice proper usage.
 - c) Infirmiry staff will interact with EMTs via telehealth to determine which cadets need to come to the Infirmiry.
 - 4) Changes to the VMI Infirmiry facility and operations to support clinical operations.
 - a) Install intercom at reception desk to ensure safe communications.
 - (1) All visitors are required to wear facial coverings before allowed to enter.
 - (2) All visitors are required to sanitize their hands before allowed to enter.
 - b) Post signs about facial coverings, hand washing.
 - (1) Prominent signs on entry and exit about hand washing and facial coverings.
 - (2) Staff will remind cadets of expectations.
 - c) Increase frequency of cleaning surfaces.
 - (1) Increase frequency of routine cleaning of public areas.
 - (2) Clean after each cadet encounter.
 - d) Implement procedures for Telehealth usage.
 - (1) Work with Commandant's staff and EMT to pre-screen cadets in barracks.
 - (2) Identify room/s in Barracks for cadet Telehealth area.
 - (3) Convert one of the existing exam rooms to a telehealth station.
 - (4) Complete procurement and installation of Telehealth equipment requirements.
 - (5) Establish procedures to meet confidentiality requirements.
 - (6) Coordinate with VMI leadership to ensure cadet access to phones or computers to support Telehealth operations.
 - (7) Educate cadets about accessing Telehealth.

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- (8) Conduct daily Telehealth visits with cadets who are in isolation or quarantine.
 - e) Limit the number of cadets in clinical areas.
 - (1) Treat all cadets as if they had Covid-19 to protect staff.
 - (2) Increase telehealth and scheduled appointments.
 - (3) Reduce walk-in visits.
 - (4) Infirmery admissions only for those who need nursing assistance, like nausea/vomiting, not just to rest.
 - (a) More flexible use of All Duty for those who just need rest.
 - (b) Anyone thought to be taking advantage of All Duty reviewed by Commandant staff and Infirmery staff.
 - (5) Limit the number of cadets in waiting room.
 - (a) Reduce the number of waiting room chairs.
 - (b) Cadets in waiting room required to wear facial coverings.
 - (6) No more than two cadets at a time in the clinical area.
 - (7) Separate cadets with respiratory illnesses from others.
 - f) Isolate and test anyone with suspicious symptoms.
 - g) Alter current procedures for using Infirmery vehicle for off-Post visits.
 - h) Add negative pressure capability to two exam rooms for testing and treatment safety.
- c. Subordinate Elements. The Infirmery will coordinate COVID-19 monitoring on Post working with the Commandant's staff and EMTs to do daily screenings and appropriate testing. Inform Commandant about health-related issues and need for isolation and quarantine.
 - d. Coordinating Instructions. Review daily health screening of cadets and evaluate, test, and isolate as indicated.
4. **Sustainment.** VMI Infirmery Staff will monitor changes in VDH and CDC treatment recommendations and will alter operational procedures as needed. Infirmery staff will continue to coordinate with VMI leadership and local health officials to ensure a coordinated response to any medical situation or changes in recommended procedures.
5. **Command and Signal.**
- a. Command. As the Institute Physician, Dr. David Copeland is responsible for the VMI Infirmery Operations.
 - b. Reports. Dr. Copeland will provide regular COVID-19 specific medical reports through the Deputy Superintendent for Finance, Administration and Support.

APPENDIX 1: Reception and Repopulation Plan

APPENDIX 2: Center for Cadet Counseling & Office of Disabilities Services

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APPENDIX 1 (Reception and Repopulation Plan) to ANNEX Q (Medical Services) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

1. Situation.

- a. General. *Refer to Base OPLAN.*
- b. Special. The VMI Infirmary will play a critical role in ensuring a complete and successful fall semester. The VMI Infirmary's charge is to assist in maintaining the health and wellbeing of the Corps of Cadets so that they can complete the rigors of the VMI experience by responding to and treating routine illnesses and injuries or referring them to specialty care for more involved cases. For Fall 2020, the VMI Infirmary takes on a significant preventative protocol to prevent the introduction of COVID-19 into the VMI community to the extent possible, and then to slow or stop the spread of the virus if it is introduced. The VMI Infirmary will accomplish this task through training and education; screening, evaluation, and testing; isolation and quarantine; and contact tracing.

VMI employs MEDICAT as its electronic health record system of record. MEDICAT's integration with our student information system, its automatic alerts, data mining ability and rapid compilation of data will enable the Institute Physician and VMI Infirmary staff to attain and maintain a current assessment of the COVID-related conditions on Post with respect to the Corps of Cadets. Coupled with the Institute-wide (faculty, staff, employee, and cadet) requirement for daily symptom tracking using the Livesafe app, this powerful combination provides VMI's COVID Planning Committee and Institute leadership a common operating picture across the Post that will assist in making determinations to relax or tighten mitigation measures based on current and projected conditions. We also anticipate the use of these two tools will help VMI prevent the spread of the disease if/when it is introduced on Post. For example, training cadets to complete their daily screening before breakfast formation will prevent an infected cadet from standing in a formation, marching to and eating breakfast in the dining facility, and going straight to class all in contact with other cadets. This occurs because the Livesafe app indicated the cadet may have COVID symptoms. Therefore the cadet is excused from the formation and instead uses his MEDICAT account to request an appointment at the VMI Infirmary for possible testing. The simple process of utilizing these two tools just eliminated the potential of one infected cadet exposing dozens of other cadets, dining facility personnel, and faculty to the disease. Because MEDICAT is tied into our student information system we will be able to determine if there is spread occurring in a certain company or on a certain stoop (floor) in barracks and take appropriate measure to mitigate any possible spikes. The requirement for all state employees to also use the Livesafe app will have a similar positive impact on preventing the spread of the disease in that population.

VMI will use the 11 July return and COVID-19 testing of 37 cadet athletes as a test sample to provide an indication of what we can expect in August when the entire Corps of Cadets returns. Extrapolating out the results of these tests will provide the Institute some idea of the potential number of both symptomatic and asymptomatic carriers that could return in August, which in turn allows us to refine our planning with respect to testing needs, isolation, quarantining, and other mitigation measures covered in this plan.

- c. Constraints, Restraints, & Limitations
 - 1) Constraints (Must do). Must ensure accurate reporting of any positively identified COVID-19 cases through the local health department to the Virginia Department of Health (VDH).
 - 2) Limitations. Currently, there is limited testing available in Rockbridge County.
 - d. Risk. Cadets in VMI's Corps of Cadets come from nearly all 50 states and numerous international countries. The states and countries they come from are all advancing through different phases and stages of the disease's progression. They could be coming from areas experiencing a spike in cases or a resurgence of the disease. Each and every one will be different which makes it difficult to prepare for all levels of risk.
 - e. Specific Areas of Concern. Asymptomatic carriers. Regardless how much screening and evaluating we do of returning – and new – cadets, if they are asymptomatic carriers, the virus will get into the barracks and the classrooms. Then it becomes a matter of controlling the spread.
2. **Mission.** From 11 July through 26 August, VMI conducts a phased Reception and Repopulation of the VMI Post while adhering to public health protocols and best practices to ensure the safe return of VMI faculty, staff, employees and cadets and conduct its academic program in-person.
3. **Execution.**
- a. Scheme of Support. This reception and repopulation plan starts before any VMI cadet returns to Post with a recommendation to self-quarantine and check symptoms daily for the 14 days immediately before returning to Post. Then, VMI will repopulate the Post in phases. To avoid the risk of contamination, no cadet will be permitted in an athletic facility, academic building, or the VMI barracks until they have been screened and evaluated. While the phases have distinct start dates, they will run concurrently at points throughout reception and repopulation period depending on which cadets are returning. All entry points into barracks will be closed and/or locked with the exception of Jackson Arch. From 8 – 26 August, VMI will establish a central health screening location where all new and returning cadets will be screened and evaluated for COVID symptoms. The current plan is to put a tent/canopy (weather dependent) on the parade ground. All small group returns will also be individually screened and evaluated but at different locations as described below. Upon completion of screening and prior to departing the screening site, cadets will be issued four cloth face coverings. Additionally, cadets, faculty and staff on Post will be expected to use a daily symptom checker app (“Livesafe”) that will inform individuals with COVID-like symptoms what to do for assessment and care, and will assist with Post-wide monitoring for possible COVID-19 outbreaks.
- 1) Phase 0: Pre-return.
 - a) The VMI Infirmary will send out a mass email strongly encouraging all matriculating and returning cadets to self-quarantine (i.e., limit contact with persons outside their family unit) for 14 days before beginning their trip to VMI.

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- b) The email will also require them to download the Livesafe app to assist in tracking their health, identifying potential COVID-19 symptoms, and the steps to take if symptoms are present (i.e., contact your healthcare provider or VMI Infirmary after their return to Post).
 - c) Finally, the last part of the email will include a [COVID-19 Prevention Training](#) presentation with instructions to review the training before returning to VMI.
- 2) Phase I: Returning Athletes, Emergency Medical Technician (EMT) cadets, and matriculating international cadets.
- a) Cadets returning during this period include:
 - (1) 11 Jul: Rat Football and Basketball Team.
 - (2) 25 Jul: International cadets selected as cadre members.
 - (3) 1 Aug: not yet certified cadet EMTs.
 - (4) 1 Aug: matriculating international cadets and cadet escorts.
 - (5) 3 Aug: Women's Soccer Return.
 - (6) 6 Aug: Football Return.
 - (7) 7 Aug: already certified cadet EMTs.
 - (8) 10 Aug: Men's Soccer Return.
 - (9) 11 Aug: Old Corps international cadets.
 - (10) 24 Aug: Cross Country Return.
 - b) Athletes.
 - (1) One week prior to their arrival, the sports medicine staff will send out a screening form to each returning cadet athlete. Cadets will send them back and the sports medicine staff will review. If any have concerning information, the athletic trainers will discuss with the Institute Physician. The result may be a recommendation that the cadet athlete stay home for an additional period of time.
 - (2) Upon their return to Post, all cadet athletes will be screened and evaluated by the athletic trainers at the front doors of Cameron Hall. The athletic trainers will screen for symptoms, fever and recent exposure to COVID-19. Following this initial screening, the athletes will be issued their facial coverings and then undergo their sports physical.
 - (3) All cadet athletes returning during Phase I will receive daily temperature checks and symptoms screening by the athletic trainers until the entire Corps returns and the responsibility for these daily checks shifts to the Corps.
 - (4) All cadet athletes will again conduct the COVID-19 training and education package. This time they will be guided through the program by a member of the athletic training staff and will be able to ask questions as they arise.
 - c) Cadet EMTs
 - (1) On 01 August, the "in-training" cadet EMTs return to complete training and certification.
 - (2) On 7 August, the certified EMT cadets return to assist in training the new EMT cadets and prepare for matriculation.
 - (3) EMTs – on both dates – will report to the VMI guard room upon their return to be screened and evaluated by their Faculty Advisor/Coordinator.

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- (4) All cadet EMTs will again conduct the COVID-19 training and education package. This time they will be guided through the program by the EMT training staff and will be able to ask questions as they arise.
- d) International cadets. VMI has adopted the CDC recommendations regarding international travelers. All of our international cadets will report two weeks (14-days) ahead of time to be quarantined on Post before being authorized to interact with other members of the VMI community.
 - (1) On 25 July, three international cadets selected as cadre return to quarantine for two weeks before commencing cadre training.
 - (a) These international cadets will receive their follow-on COVID-related training during the cadre training week prior to matriculation.
 - (2) On 1 August, five matriculating international cadets reporting to VMI from overseas locations report for quarantine. Accompanying them will be three returning international cadets that will assist in their orientation and matriculation.
 - (a) These international cadets will report to be quarantined in temporary rooms in barracks for 14 days prior to a truncated one-day orientation and matriculation.
 - (b) According to current records, there are two new cadets reporting from the European Schengen area and three from Taiwan. The three returning escorts (upperclassmen) are also from Taiwan.
 - (c) An additional three matriculating international cadets are currently in the U.S. and will not have to quarantine.
 - (d) The matriculating cadets will receive their follow-on COVID-related training and education as part of new cadet training the week following matriculation.
 - (3) All international cadets will be screened and evaluated by the Institute Physician at the VMI Infirmary prior to entering barracks.
- 3) Phase II: Cadre returns 8 & 10 August and Old Corps international cadets report for quarantine on 11 August.
 - a) Beginning with the cadre return and continuing through the Old Corps return, VMI establishes the central health screening location on the VMI parade ground.
 - b) VMI's certified EMTs will facilitate cadre return over these three days at the central health screening tent. Prior to being authorized to enter barracks returning cadre and international Old Corps cadets will be screened and issued four facial coverings.
 - c) All returning cadre members will again conduct the COVID-19 training and education package. They will be guided through the program by the cadet EMTs and the Commandant's Staff and will be able to ask questions as they arise.
 - d) Old Corps international cadets who are returning to VMI from overseas locations will quarantine for two weeks. These cadets will re-take their COVID-19 training with their companies when the remainder of the Old Corps returns.

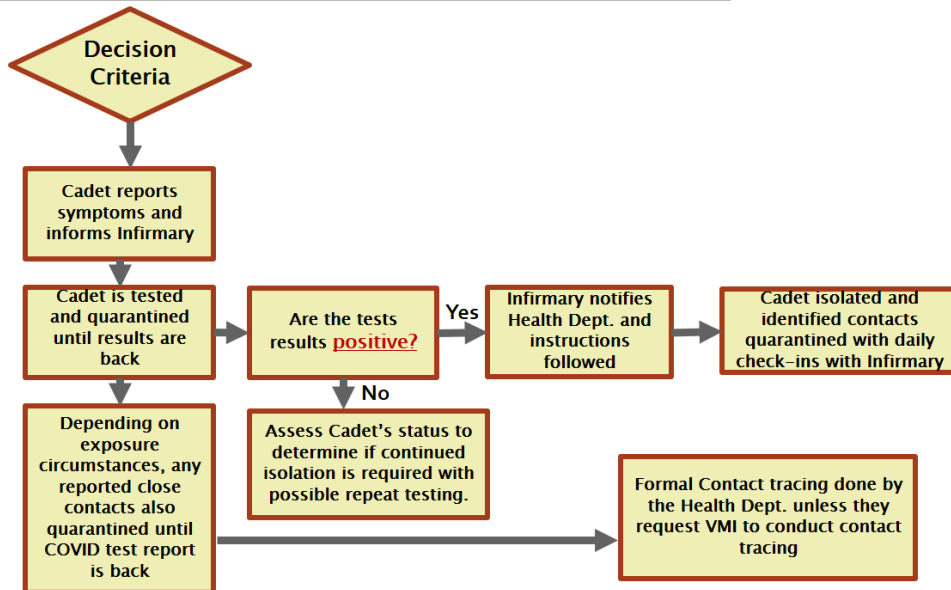
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- 4) Phase III: Matriculation on 15-16 August. Reception, screening, and evaluation procedures are described on APPENDIX 4 (Matriculation) to ANNEX C (Operations).
- 5) Phase IV: Old Corps returns on 25-26 August.
 - a) As with the cadre return in paragraph 3) above, VMI's certified EMTs will support the return of the Old Corps.
 - b) VMI's remaining Old Corps international cadets will return to VMI from stateside locations where they have been located for two weeks or more. As such, they are not required to report early for quarantine. They will return to VMI as directed by the Commandant's Office on 25 or 26 August and undergo their COVID training with their cadet companies.
 - c) All returning Old Corps members will again conduct the COVID-19 training and education package. They will be guided through the program by the cadet EMTs and the Commandant's Staff and will be able to ask questions as they arise.
- 6) Phase V: Phase V signifies the start of the academic program. It also signifies the start of VMI's ongoing screening and evaluation training and protocol.
 - a) The COVID-19 training developed by the VMI Infirmary Staff, Human Resources, and Emergency Management is key to the Corps of Cadets developing awareness about identifying COVID-19 symptoms and how to respond if they believe they are experiencing symptoms. That is why the program was provided before their return and again upon their arrival on Post.
 - b) This training will be reinforced during the first week after return when during the BRC formation, each cadet will be screened for symptoms. Anyone identified as having symptoms will be instructed to contact the VMI Infirmary to schedule a same day evaluation and testing if indicated. The goal of this reinforcement is by the end of the first week back, have the Corps of Cadets conducting their own self-assessments, recording it in the Livesafe app and reporting any symptoms to the Infirmary prior to going to formation. Self-identification and reporting is important to curbing the spread.
 - c) COVID-19 PCR testing will be done at the first sign of possible infection (i.e., COVID-19 related symptoms) and the cadet isolated until the test results are back. With same day turnaround, the cadet will remain in a private room in the Infirmary pending test results. If the test is positive, the cadet will be isolated in a private room in Moody Hall and the VDH will be contacted.
 - d) If the numbers of COVID-19 cases increase, we will follow VDH recommendations about what procedures to follow, including the possibility of closing the Post and returning to online education for the remainder of the fall semester.
- 7) Contact Tracing Procedures. Just as the screening, evaluation, and testing is important to stopping, or at least slowing, the spread of COVID-19, so too is contact tracing.
 - a) Contact tracing is the subsequent identification, monitoring, and support of the contacts of a COVID-19 infected person who have been exposed to, and possibly

infected with, the virus. Prompt identification, quarantine, and monitoring of these COVID-19 contacts can effectively break the chain of disease transmission and prevent further spread of the virus in the VMI community.

- b) Immediately upon notification of a cadet, faculty, staff, or employee being positively diagnosed as have contracted COVID-19, VMI will implement its contact tracing protocols.
- c) The first step in the process is to notify the Virginia Department of Health (VDH) of the positive case and determine their ability to assist with contact tracing. VMI will abide by the guidance and direction provided by VDH at https://www.vdh.virginia.gov/content/uploads/sites/182/2020/06/VDH-IHE-and-Contact-Tracing_061720_final.pdf. VMI will assist VDH by:
 - (1) Reporting suspected and confirmed cases to the local health department.
 - (2) Assisting public health in follow-up of cases, such as in identifying students sharing a classroom or barracks room.
 - (3) Communicating with all contacts identified by the case.
 - (4) Placing contacts in quarantine and enrolling in public health monitoring in the Sara Alert system.
 - (5) Referring contacts for testing as recommended or required.
 - (6) Protecting the confidentiality of students and staff who are part of Case and Contact Investigations.
 - (7) Notifying P2 of the contaminated site so they can implement recommendations for cleaning/disinfection, including areas where cases have been (rooms, dorms, classrooms, buildings, etc.).
- d) If VDH is unable to assist, it is important to note that at the start of the Fall 2020 semester, VMI will have 25 members of the VMI community trained on contact tracing procedures through the Johns Hopkins online Contact Tracer Course.
- e) The following diagram depicts the intake process for cadets:

VMI INFIRMARY COVID INTAKE PROCESS – CADETS



- 8) Isolation and Quarantine Procedures. The final piece of the three-pronged approach to slow or prevent the spread of the COVID-19 disease is isolation and quarantine.
- a) Isolation. Cadets who test positive will be isolated from the rest of the Corps of Cadets and the VMI community.
- (1) Cadets will be isolated in Moody Hall.
 - (2) They will be housed one person to a room and each room has its own restroom and shower.
 - (3) Cadets must stay in their assigned room and cannot socialize with other isolated cadets.
 - (4) The dining facility will deliver meals to the VMI Guard Room and the Commandant and Regimental Staff will work out a schedule using various cadet staffs and/or the VMI Guard Team to ensure cadets in isolation are provided regular meals. This will mean delivering meals to Moody Hall.
 - (5) The Institute Physician will monitor the cadets' health and symptoms daily via telemedicine to ensure their medical needs are met.
 - (6) Cadets will not be released from isolation until found medically fit for duty by the Institute Physician.
 - (7) Cadets in isolation are expected to continue with their academic program in an online format.
- b) Quarantine. Cadets who come in close contact with a person known to be infected with COVID-19 will be quarantined. The VDH & VMI contact tracing teams will define "close contact." The VDH & VMI contact tracing teams can recommend to the Institute Physician who should be placed in quarantine. Only the Institute Physician can make that assignment.
- (1) If a cadet is determined to have come in close contact with an infected person, the cadet and his or her roommates will be treated as a family unit and quarantined in their assigned room in barracks for 14-days.
 - (2) Cadets will be monitored daily by telemedicine to check for developing symptoms and tested as appropriate.
 - (3) Being in quarantine means the cadets are confined to their barracks room.
 - (4) They may depart the room for restroom and personal hygiene purposes in designated facilities. The handicapped restrooms and showers have been designated for quarantined cadet use only.
 - (5) They MUST wear a facial covering when transiting between their barracks room the bathrooms or showers.
 - (6) The dining facility will deliver meals to the VMI Guard Room and the Commandant and Regimental Staff will work out a schedule using various cadet staffs and/or the VMI Guard Team to ensure cadets in quarantine are provided regular meals.
 - (7) Cadets in quarantine are expected to participate in classes and/or training virtually until their quarantine is over.
 - (8) Cadets in quarantine are permitted to conduct PT outdoors during periods of low congestion (i.e. not during the academic day or military duty). They must wear their facial covering when they depart their room up until the point they begin their PT and then put it back on when it is complete.

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- 9) Response to a campus outbreak. VMI has established strong relationships with VDH through the Central Shenandoah Health District and the Institutions of Higher Education and Regional Partners Subcommittee of the Regional Emergency Management Group. We will continually update these partners on our current active cases and our capacity to isolate and quarantine cadets. Should they advise, based on those numbers, that they think we are experiencing an outbreak, we will draw on their expertise and advice with respect to responding to a Post-wide outbreak. VMI has already secured blocks of rooms at local hotels in the event they are needed for isolation and we are prepared to expand those blocks should an outbreak warrant it. We are also prepared to cease in-person classes and transition to wholly online classes while the cadets remain on Post should conditions dictate and/or the VDH recommend that course of action.
- b. Coordinating Instructions.
- 1) All cadets will be issued four cloth facial coverings upon completion of medical screening; however, they should plan to report wearing one. It is also recommended that they bring extra facial coverings with them upon return.
 - 2) All cadet athletes will report to Cameron Hall on their scheduled date of return to be screened by the athletic training staff.
 - 3) All cadet EMTs will report to the VMI Guard Room on their scheduled date of return to be screened by their Faculty Advisor/Coordinator.
 - 4) All international cadet returning on 1 August or earlier should coordinate their return with OIP who will then ensure there is staff coverage at the VMI Infirmary for medical screening.
 - 5) All other VMI cadets (cadre, international cadets returning from overseas, and Old Corps) will report to the central screening tent before being allowed to enter barracks.
 - 6) Cadet EMTs will conduct the temperature checks and symptoms screening at the central health screening tent from 8 August until the last of the Old Corps has returned on 26 August)
 - 7) The EMT's will be divided into shifts to ensure coverage for the entirety of the return days. Following the health screening procedure, EMTs will ensure cadets are provided their cloth facial coverings prior to entering barracks.
 - 8) Jackson Arch is the only authorized entry into barracks.
 - 9) Only cadets will be authorized in barracks during the reception and repopulation phases. Parents may not enter barracks to help cadets move in.
 - 10) Each wave of returning cadets will begin with daily screening and temperature checks until they become familiar with the self-assessment and self-reporting process.
 - 11) Anyone with a 100.4 temperature or higher or exhibiting symptoms will be instructed to contact the VMI Infirmary to schedule a same day evaluation and testing if indicated. The cadet will be isolated until results of testing are available.
 - 12) Cadets referred to the VMI Infirmary either by an EMT, cadre, or through self-assessment, should contact the Infirmary prior (preferably through MEDICAT) to report their symptoms and schedule an appointment.

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- 13) The cloth facial coverings are intended for one day use only. They should be hand washed in accordance with instructions provided in the COVID-19 training and education package prior to being worn a second day.
 - 14) All VMI Infirmery personnel will wear appropriate PPE (i.e., N-95 masks and gloves) when interacting with cadets suspected of COVID-19 symptoms.
4. **Sustainment.** VMI Infirmery Staff will monitor changes in VDH and CDC treatment recommendations and will alter operational procedures as needed. Infirmery staff will continue to coordinate with VMI leadership and local health officials to ensure a coordinated response to any medical situation or changes in recommended procedures.
 5. **Command and Signal.**
 - a. Command. As the Institute Physician, Dr. David Copeland is responsible for the VMI Infirmery Operations.
 - b. Reports. Dr. Copeland will provide regular COVID-19 specific medical report reports through the Deputy Superintendent for Finance, Administration and Support.

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APPENDIX 2 (Center for Cadet Counseling & Office of Disabilities Services) to ANNEX Q (Medical Services) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

1. Situation.
 - a. General. Refer to Base OPLAN.
 - b. Special. The Center for Cadet Counseling (CCC) and Office of Disabilities Services (ODS) provides services and support to the Corps of Cadets, VMI faculty and staff, and parents. These services include free, confidential mental health services for the Corps of Cadets, consultation with faculty, staff, cadets and parents, psychoeducational training to the Corps of Cadets, faculty, and staff, academic accommodations and support to registered Cadets, consultation with faculty regarding accommodations and ADA law.
 - c. Constraints, Restraints, & Limitations
 - 1) Constraints
 - a) Must develop and implement flexible plans to provide mental health services and support to the Corps of Cadets and faculty and staff in a socially safe and responsible way to prevent or mitigate the spread of the Corona virus.
 - 2) Restraints
 - a) Must not reduce or minimize accepted and agreed upon measures put in place to minimize or mitigate the spread of the corona virus without guidance from higher level staff.
 - 3) Limitations
 - a) Limited personnel available to meet demand for services.
 - d. Risk.
 - 1) Most of the Center for Cadet Counseling and Office of Disabilities Services staff are in the at risk population for the COVID-19 illness. We must ensure our employees are offered the greatest feasible amount of protection from the Corona virus as they conduct their daily operations.
 - e. Specific Areas of Concern.
 - 1) The CCC must have an alternate location to provide triage services during matriculation week. This will allow for reduced cadet flow into the existing office space and allow for a more controlled approach when meeting with new cadets.
 - f. Assumptions. Include assumptions specific to the subcommittee's functional area.
 - 1) Commonwealth of Virginia provides guidance through VDH on required methods for virus spread mitigation.
 - 2) Sufficient staff are available to assist with critical operations.
 - 3) Commonwealth of Virginia Phase 2 guidelines in effect at the start of the semester.
2. Mission. The Center for Cadet Counseling and Office of Disabilities Services will provide service and support functions at VMI to the Corps of Cadets, parents, faculty and staff planned or requested in a COVID 19 constrained environment. The CCC and ODS will be

prepared to rapidly shift to exclusively telehealth services in the event of corona virus resurgence.

3. Execution.

- a. Scheme of Support. The Center for Cadet Counseling and the Office of Disabilities will provide free, confidential mental health services for the Corps of Cadets, consultation with faculty, staff, cadets and parents, psychoeducational training to the Corps of Cadets, faculty, and staff, academic accommodations and support to registered Cadets, and consultation with faculty regarding accommodations and ADA law. These support operations will be conducted in a safe and secure manner to mitigate the spread of the Corona virus. These services will be available to cadets, parents, faculty, and staff immediately upon return to VMI. These services will be configured to relax or ease strict requirements if situations allow and will be configured to quickly and efficiently move to full telehealth services in the event of a virus resurgence.

Counseling staff completed a minimum of 10 hours of online training in telebehavioral health. These webinars covered ethics and legal aspects of providing telehealth services and were sponsored by the American Psychological Association and the Association of State and Provincial Psychology Boards. The CCC and ODS will be fully operational at the start of the VMI five-phased approach for its Return to Post in Fall 2020.

- b. Subordinate Elements.

- 1) Center for Cadet Counseling: The Center for Cadet Counseling will provide telehealth services by appointment as much as possible. In-person appointments will be staggered to minimize traffic flow into the office. Crisis services will continue to be provided in person with social distancing guidelines and hygiene practices maintained. Cleaning will be conducted following each cadet office visit and all personnel and cadets must adhere to the VMI PPE guidelines. Psychoeducational training can be conducted in-person while maintaining social distancing as these are scheduled in large lecture venues. New faculty and staff orientation will be conducted via Microsoft Teams. The cadet health and wellness fair has been cancelled for the fall semester.
- 2) Office of Disabilities Services: The Office of Disabilities Services will provide services by appointment only and through the use of Microsoft Teams as much as possible. If in-person appointments are required, social distancing can be maintained. New faculty and staff orientation will be conducted via Microsoft Teams.

- c. Coordinating Instructions.

- 1) Tentative Training Schedule
 - 11 August – 0900-1100 & 1300-1500 Training with EMT's
 - 11 August – 1000 New Staff Orientation via Microsoft Teams
 - 12 August – 0900-1100 Training with Cadet Government & Regimental staff
 - 13 August – 1300-1500 Training with Cadet Government
 - 14 August – 0900-1200 & 1200-1300 & 1300-1500 Training with Cadet Government & Regimental Staff
 - 14 August – 1100 New Faculty Orientation via Microsoft Teams

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4. Sustainment. Priority of sustainment by phase includes.
 - a. Phase I (11 July new cadet Athlete) – support priority for the CCC will be to returning athletes, parents, and VMI staff by appointment and via telehealth when possible. Crisis services will remain in-person with social distancing guidelines maintained.
 - b. Phase II (8-10 August Cadre Return) - support priority for the CCC will be to cadre, parents, VMI staff, and various early return cadets by appointment and via telehealth when possible. Crisis services will remain in-person with social distancing guidelines and hygiene practices maintained. Psychoeducational training for cadre and various cadet groups will be provided in-person at large lecture venues where social distancing can be maintained. New faculty and staff orientation training will be provided through Microsoft Teams.
 - c. Phase III (15 August Matriculation) – support priority for the CCC will be to new cadets, parents, VMI staff, cadre, and Matriculation support cadets. Triage and crisis appointments will be prioritized with regular counseling sessions scheduled by appointment only and via telehealth when possible. Triage services will be provided at a separate location in barracks to reduce cadet flow in the office.
 - d. Phase IV (25-26 August Old Corps return) – support priority for the CCC will be to the Corps of Cadets, parents, and VMI staff. Consultation and counseling services will be scheduled by appointment and via telehealth when possible. Crisis services will remain in-person with social distancing guidelines and hygiene practices maintained.
 - e. Phase V (31 August registration and start of classes) – support priority for the CCC will be to the Corps of Cadets, parents, VMI faculty and staff.

See separate Tabs for department specific information.

5. Command and Signal.
 - a. Command.
 - 1) COL Sarah Jones, Director of Center for Cadet Counseling and Office of Disabilities Services - 7667
 - b. Reports. A weekly mental health services report will be provided to the Deputy Superintendent for Finance, Administration, and Support. Mental health resources and telehealth guidance will be provided through the website, social media accounts and Canvas.

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ANNEX R (Reports) to the VMI Fall 2020 Return to Post and In-Person Classes OPLAN

1. **Situation.** *Refer to Base OPLAN.*
2. **Mission.** *Refer to Base OPLAN.*
3. **Execution.**
 - a. Scheme of Support.
 - 1) VMI will following the normal reporting chain and procedures for routine AY reports.
 - 2) COVID-19 unique reports:
 - a) Human Resources will report through FAS to the Chief of Staff any diagnosed cases of COVID-19 among faculty, staff, employees, and/or family members.
 - b) Institute Physician will report through FAS to the Chief of Staff any diagnosed cases of COVID-19 in the Corps of Cadets. Report should include:
 - (1) By name roster of cadets currently in isolation.
 - (2) Dates cadets started and are anticipated to complete isolation.
 - c) Director of Emergency Services, in coordination with the Institute Physician and VDH, will report through FAS to the Chief of Staff a weekly quarantine report. The report will include:
 - (1) By name and room number roster of cadets currently in quarantine.
 - (2) Dates cadets started and are anticipated to complete quarantine.
4. **Sustainment.** *Refer to Base OPLAN.*
5. **Command and Signal.**
 - a. Command. *Refer to Base OPLAN.*

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