



**Sections III and IV:
Operational Plan**

**OPERATIONAL PLAN
III. GENERAL OPERATIONS**

**GENERAL OPERATIONS
QUESTIONS 1 - 5**

General Operations—Local Governance and Management Structure	
Guidelines Page 43	1. Provide the names of the Board staffing entity, fiscal agent, and Center Operator, and describe the functions of each entity. (If there is more than one Center Operator, identify those Centers served by each.)
Entity, Agent, or Operator	Functions
Board Staffing Entity: The Board has hired staff.	Planning, oversight, and evaluation/monitoring of the local workforce development system. These functions include strategic and operational planning; budget development and management; procuring and contracting for services and goods; property management; information systems management; one stop system oversight and program/technical assistance to subcontractors; monitoring by staff and contracted monitors; overall marketing; and all other administrative duties associated with Board functions.
Fiscal Agent: The Board serves as Fiscal Agent	As fiscal agent, the Board and staff are responsible for revenues and expenditures; financial accounting and reporting; payments to vendors and subcontractors; and Board staff payroll.
Center Operator: Marian West, PHR	On August 1, 2003, Marian West began the contract for Managing Director of the Deep East Texas Workforce Centers. The Managing Director is responsible for management and operation of the 12-county one stop system. The system includes five full-service centers and seven satellites, as well as all Texas-required partners. The Outsource Group is the employer of record for the center employees. Ms. West is the Workplace Employer, or Common Law Employer as defined by the Internal Revenue Service, and is exclusively responsible for the direction and control of the manner and means that the employees deliver their work-efforts, as well as hiring, disciplining, compensating, reviewing and terminating such employees. In addition to management and operation of the centers, Ms. West coordinates WIA youth activities, WIA Adult and Dislocated Worker program, Choices, Food Stamp Employment and Training Program, Welfare to Work Program, Trade, Project RIO, and also delivers rapid response services. The Board had previously contracted separately, through competitive procurement, with Goodwill

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	Industries of Central East Texas for job search and job readiness services. Effective July 1, 2004, all workshops will be under the direction of the workforce center operator.
Child Care Operator: East Texas Support Services	East Texas Support Services the subsidized Child Care programs.

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General Operations—Local Governance and Management Structure	
Guidelines Page 43	2. Describe the financial monitoring/oversight activities of the Board and the CEOs to ensure accountability and integrity of funds.
<p>The Board monitors financial activities through monthly review by the Finance Committee of pertinent financial documents, including budget variances and expenditures vs. revenues. A financial report is mailed to the Board and CEOs each month. Quarterly monitoring of contractors and review of back-up documentation to support draw-down requests are conducted by appropriate staff. The Board's in-house monitor conducts the risk assessment, annual self-evaluation of the Board and Board staff, and monitoring of all contractors. Monitoring is conducted no less than annually for each contractor. Results of all monitoring and, if necessary, corrective action will be shared with the Board and CEOs.</p>	

General Operations—The Local Workforce Development Network	
Guidelines Page 43	<p>3. The following charts list all of the locations of workforce centers and satellite offices throughout the Local Workforce Development Area. The following information for each center or satellite office identified:</p> <ul style="list-style-type: none"><i>i.</i> all partners for each center and satellite office;<i>ii.</i> whether the partner is co-located (C) or not co-located (N);<i>iii.</i> whether the partner is a state-required (mandatory) partner (R) or an optional (voluntary) partner (O); and<i>iv.</i> a brief description of the specific services offered at any satellite office. <p>The number of centers that are described in the charts is 12.</p> <p>Please note that there are no Apprenticeship or National and Community Service Act programs in the Deep East Texas WDA. Therefore, they are not applicable to any of the workforce centers.</p>

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THE TOTAL NUMBER OF CENTERS OR OFFICES THAT ARE DESCRIBED IN THE CHARTS IS 12.

General Operations—The Local Workforce Development Network				
Name of Center	Lufkin Workforce Center	Type of Center		
County	Angelina	Certified Full Service Center	X	
Street Address	346 N. John Redditt Drive	Certified Basic Service Center		
City and Zip Code	Lufkin 75904	Non-certified Service Center		
Future or Planned Site?	No	Satellite Office		
Co-located (C) not co-located (N), Required partner (R) or Optional partner (O).				
Name of Partner and Program or Services Provided	C	N	R	O
Adult Education		X	X	
Alabama Couthatta Indian Tribal Council		X		X
Burke Center (Substance Abuse)		X		X
Subsidized Child Care Services Access		X	X	
Department of Human Services		X	X	
Food Stamp Employment & Training	X		X	
Fragile Families Initiative		X		X
Job Corp	X			X
Literacy		X	X	
Military Recruiters		X		X
Non-certificate post-secondary career & technology		X	X	
Office of the Attorney General		X		X
Post-secondary vocational education		X		X
Project Reintegration of Offenders (RIO)	X		X	
Rapid Response	X		X	
Senior Texans Employment Program (STEP)	X		X	
TANF Choices	X		X	
Texas Commission for the Blind		X		X
The Texas Department of Protective and Regulatory Services		X		X
Texas Rehabilitation Commission		X		X
Trade Adjustment Act	X		X	
Unemployment Insurance Compensation Access (UI Access)		X	X	
Veterans Employment & Training	X		X	
WIA Title I, including Adult, Dislocated Worker, and Youth	X		X	
Wagner-Peyser Employment Services	X		X	
Welfare-to-Work	X		X	
Women's Shelter of East Texas (Domestic Violence Intervention)		X	X	

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General Operations—The Local Workforce Development Network				
Name of Center	Nacogdoches Workforce Center	<u>Type of Center</u>		
County	Nacogdoches	Certified Full Service Center	X	
Street Address	2103 S. Street	Certified Basic Service Center		
City and Zip Code	Nacogdoches 75964			
Future or Planned Site?	No	Satellite Office		
Co-located (C) not co-located (N), Required partner (R) or Optional partner (O).				
Name of Partner and Program or Services Provided	C	N	R	O
Adult Education		X	X	
Alabama Coshatta Indian Tribal Council		X		X
Burke Center (Substance Abuse)		X		X
Subsidized Child Care Services Access		X	X	
Department of Human Services		X	X	
Food Stamp Employment & Training	X		X	
Job Corp		X		X
Literacy		X	X	
Military Recruiters		X		X
Non-certificate post-secondary career & technology		X	X	
Office of the Attorney General		X		X
Post-secondary vocational education		X		X
Project Reintegration of Offenders (RIO)	X		X	
Rapid Response	X		X	
Senior Texans Employment Program (STEP)	X		X	
TANF Choices	X		X	
Texas Commission for the Blind		X		X
The Texas Department of Protective and Regulatory Services		X		X
Texas Rehabilitation Commission		X		X
Trade Adjustment Act	X		X	
Unemployment Insurance Compensation Access (UI Access)		X	X	
Veterans Employment & Training	X		X	
WIA Title I, including Adult, Dislocated Worker, and Youth	X		X	
Wagner-Peyser Employment Services	X		X	
Welfare-to-Work	X		X	
Women's Shelter of East Texas (Domestic Violence Intervention)		X	X	

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General Operations—The Local Workforce Development Network				
Name of Center	Livingston Workforce Center	<u>Type of Center</u>		
County	Polk	Certified Full Service Center	X	
Street Address	317 West Church Suite 112	Certified Basic Service Center		
City and Zip Code	Livingston 77351	Non-certified Service Center		
Future or Planned Site?	No	Satellite Office		
Co-located (C) not co-located (N), Required partner (R) or Optional partner (O).				
Name of Partner and Program or Services Provided	C	N	R	O
Adult Education		X	X	
Alabama Coshatta Indian Tribal Council		X		X
Burke Center (Substance Abuse)		X		X
Subsidized Child Care Services Access		X	X	
Department of Human Services		X	X	
Food Stamp Employment & Training	X		X	
Job Corp		X		X
Literacy		X	X	
Military Recruiters		X		X
Non-certificate post-secondary career & technology		X	X	
Office of the Attorney General		X		X
Post-secondary vocational education		X		X
Project Reintegration of Offenders (RIO)		X	X	
Rapid Response	X		X	
Senior Texans Employment Program (STEP)		X	X	
TANF Choices	X		X	
Texas Commission for the Blind		X		X
The Texas Department of Protective and Regulatory Services		X		X
Texas Rehabilitation Commission		X		X
Trade Adjustment Act	X		X	
Unemployment Insurance Compensation Access (UI Access)		X	X	
Veterans Employment & Training		X	X	
WIA Title I, including Adult, Dislocated Worker, and Youth	X		X	
Wagner-Peyser Employment Services	X		X	
Welfare-to-Work	X		X	
Women's Shelter of East Texas (Domestic Violence Intervention)		X	X	

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General Operations—The Local Workforce Development Network				
Name of Center	Jasper Workforce Center	<u>Type of Center</u>		
County	Jasper	Certified Full Service Center	X	
Street Address	534 South Wheeler	Certified Basic Service Center		
City and Zip Code	Jasper 75951	Non-certified Service Center		
Future or Planned Site?	No	Satellite Office		
Co-located (C) not co-located (N), Required partner (R) or Optional partner (O).				
Name of Partner <u>and</u> Program or Services Provided	C	N	R	O
Adult Education		X	X	
Alabama Coushatta Indian Tribal Council		X		X
Burke Center (Substance Abuse)		X		X
Subsidized Child Care Services Access		X	X	
Department of Human Services		X	X	
Food Stamp Employment & Training	X		X	
Job Corp		X		X
Literacy		X	X	
Military Recruiters		X		X
Non-certificate post-secondary career & technology		X	X	
Office of the Attorney General		X		X
Post-secondary vocational education		X		X
Project Reintegration of Offenders (RIO)	X		X	
Rapid Response	X		X	
Senior Texans Employment Program (STEP)	X		X	
TANF Choices	X		X	
Texas Commission for the Blind		X		X
The Texas Department of Protective and Regulatory Services		X		X
Texas Rehabilitation Commission		X		X
Trade Adjustment Act	X		X	
Unemployment Insurance Compensation Access (UI Access)		X	X	
Veterans Employment & Training		X	X	
WIA Title I, including Adult, Dislocated Worker, and Youth	X		X	
Wagner-Peyser Employment Services	X		X	
Welfare-to-Work	X		X	
Women's Shelter of East Texas (Domestic Violence Intervention)		X	X	

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General Operations—The Local Workforce Development Network				
Name of Center	Center Workforce Center	Type of Center		
County	Shelby	Certified Full Service Center	X	
Street Address	1135 Hurst Street	Certified Basic Service Center		
City and Zip Code	Center 75935	Non-certified Service Center		
Future or Planned Site?	No	Satellite Office		
Co-located (C) not co-located (N), Required partner (R) or Optional partner (O).				
Name of Partner and Program or Services Provided	C	N	R	O
Adult Education		X	X	
Alabama Coushatta Indian Tribal Council		X		X
Burke Center (Substance Abuse)		X		X
Subsidized Child Care Services Access		X	X	
Department of Human Services		X	X	
Food Stamp Employment & Training	X		X	
Job Corp		X		X
Literacy		X	X	
Military Recruiters		X		X
Non-certificate post-secondary career & technology		X	X	
Office of the Attorney General		X		X
Post-secondary vocational education		X		X
Project Reintegration of Offenders (RIO)		X	X	
Rapid Response	X		X	
Senior Texans Employment Program (STEP)	X		X	
TANF Choices	X		X	
Texas Commission for the Blind		X		X
The Texas Department of Protective and Regulatory Services		X		X
Texas Rehabilitation Commission		X		X
Trade Adjustment Act	X		X	
Unemployment Insurance Compensation Access (UI Access)		X	X	
Veterans Employment & Training		X	X	
WIA Title I, including Adult, Dislocated Worker, and Youth	X		X	
Wagner-Peyser Employment Services	X		X	
Welfare-to-Work	X		X	
Women's Shelter of East Texas (Domestic Violence Intervention)		X	X	

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General Operations—The Local Workforce Development Network				
Name of Center	Crockett Workforce Center	<u>Type of Center</u>		
County	Houston	Certified Full Service Center		
Street Address	1512A Loop 304	Certified Basic Service Center		
City and Zip Code	Crockett 75835	Non-certified Service Center		
Future or Planned Site?	No	Satellite Office		X
Co-located (C) not co-located (N), Required partner (R) or Optional partner (O).				
Name of Partner and Program or Services Provided	C	N	R	O
Adult Education	X		X	
Alabama Coushatta Indian Tribal Council		X		X
Burke Center (Substance Abuse)		X		X
Subsidized Child Care Services Access		X	X	
Department of Human Services		X	X	
Food Stamp Employment & Training	X		X	
Job Corp		X		X
Literacy	X		X	
Military Recruiters		X		X
Non-certificate post-secondary career & technology		X	X	
Office of the Attorney General		X		X
Post-secondary vocational education		X		X
Project Reintegration of Offenders (RIO)		X	X	
Rapid Response	X		X	
Senior Texans Employment Program (STEP)		X	X	
TANF Choices	X		X	
Texas Commission for the Blind		X		X
The Texas Department of Protective and Regulatory Services		X		X
Texas Rehabilitation Commission		X		X
Trade Adjustment Act	X		X	
Unemployment Insurance Compensation Access (UI Access)		X	X	
Veterans Employment & Training		X	X	
WIA Title I, including Adult, Dislocated Worker, and Youth	X		X	
Wagner-Peyser Employment Services		X	X	
Welfare-to-Work	X		X	
Women's Shelter of East Texas (Domestic Violence Intervention)		X	X	

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General Operations—The Local Workforce Development Network				
Name of Center	Trinity Workforce Center	<u>Type of Center</u>		
County	Trinity	Certified Full Service Center		
Street Address	704 S. Robb Street	Certified Basic Service Center		
City and Zip Code	Trinity 75862	Non-certified Service Center		
Future or Planned Site?	No	Satellite Office		X
Co-located (C) not co-located (N), Required partner (R) or Optional partner (O).				
Name of Partner and Program or Services Provided	C	N	R	O
Adult Education	X		X	
Alabama Coushatta Indian Tribal Council		X		X
Burke Center (Substance Abuse)		X		X
Subsidized Child Care Services Access		X	X	
Department of Human Services		X	X	
Food Stamp Employment & Training	X		X	
Job Corp		X		X
Literacy	X		X	
Military Recruiters		X		X
Non-certificate post-secondary career & technology		X	X	
Office of the Attorney General		X		X
Post-secondary vocational education		X		X
Project Reintegration of Offenders (RIO)		X	X	
Rapid Response	X		X	
Senior Texans Employment Program (STEP)		X	X	
TANF Choices	X		X	
Texas Commission for the Blind		X		X
The Texas Department of Protective and Regulatory Services		X		X
Texas Rehabilitation Commission		X		X
Trade Adjustment Act	X		X	
Unemployment Insurance Compensation Access (UI Access)		X	X	
Veterans Employment & Training		X	X	
WIA Title I, including Adult, Dislocated Worker, and Youth	X		X	
Wagner-Peyser Employment Services		X	X	
Welfare-to-Work	X		X	
Women's Shelter of East Texas (Domestic Violence Intervention)		X	X	

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General Operations—The Local Workforce Development Network				
Name of Center	Coldspring Workforce Center	<u>Type of Center</u>		
County	San Jacinto	Certified Full Service Center		
Street Address	15110 Hwy 150 West	Certified Basic Service Center		
City and Zip Code	Coldspring 77331	Non-certified Service Center		
Future or Planned Site?	No	Satellite Office		X
Co-located (C) not co-located (N), Required partner (R) or Optional partner (O).				
Name of Partner <u>and</u> Program or Services Provided	C	N	R	O
Adult Education		X	X	
Alabama Coushatta Indian Tribal Council		X		X
Burke Center (Substance Abuse)		X		X
Subsidized Child Care Services Access		X	X	
Department of Human Services		X	X	
Food Stamp Employment & Training	X		X	
Job Corp		X		X
Literacy		X	X	
Military Recruiters		X		X
Non-certificate post-secondary career & technology		X	X	
Office of the Attorney General		X		X
Post-secondary vocational education		X		X
Project Reintegration of Offenders (RIO)		X	X	
Rapid Response	X		X	
Senior Texans Employment Program (STEP)	X		X	
TANF Choices	X		X	
Texas Commission for the Blind		X		X
The Texas Department of Protective and Regulatory Services		X		X
Texas Rehabilitation Commission		X		X
Trade Adjustment Act	X		X	
Unemployment Insurance Compensation Access (UI Access)		X	X	
Veterans Employment & Training		X	X	
WIA Title I, including Adult, Dislocated Worker, and Youth	X		X	
Wagner-Peyser Employment Services		X	X	
Welfare-to-Work	X		X	
Women's Shelter of East Texas (Domestic Violence Intervention)		X	X	

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General Operations—The Local Workforce Development Network				
Name of Center	Woodville Workforce Center	<u>Type of Center</u>		
County	Tyler	Certified Full Service Center		
Street Address	205 N. Charlton	Certified Basic Service Center		
City and Zip Code	Woodville 75979	Non-certified Service Center		
Future or Planned Site?	No	Satellite Office		X
Co-located (C) not co-located (N), Required partner (R) or Optional partner (O).				
Name of Partner <u>and</u> Program or Services Provided	C	N	R	O
Adult Education		X	X	
Alabama Coushatta Indian Tribal Council		X		X
Burke Center (Substance Abuse)		X		X
Subsidized Child Care Services Access		X	X	
Department of Human Services		X	X	
Food Stamp Employment & Training	X		X	
Job Corp		X		X
Literacy		X	X	
Military Recruiters		X		X
Non-certificate post-secondary career & technology		X	X	
Office of the Attorney General		X		X
Post-secondary vocational education		X		X
Project Reintegration of Offenders (RIO)		X	X	
Rapid Response	X		X	
Senior Texans Employment Program (STEP)	X		X	
TANF Choices	X		X	
Texas Commission for the Blind		X		X
The Texas Department of Protective and Regulatory Services		X		X
Texas Rehabilitation Commission		X		X
Trade Adjustment Act	X		X	
Unemployment Insurance Compensation Access (UI Access)		X	X	
Veterans Employment & Training		X	X	
WIA Title I, including Adult, Dislocated Worker, and Youth	X		X	
Wagner-Peyser Employment Services		X	X	
Welfare-to-Work	X		X	
Women’s Shelter of East Texas (Domestic Violence Intervention)		X	X	

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General Operations—The Local Workforce Development Network				
Name of Center	Newton Workforce Center	<u>Type of Center</u>		
County	Newton	Certified Full Service Center		
Street Address	604 W. Court	Certified Basic Service Center		
City and Zip Code	Newton 75966	Non-certified Service Center		
Future or Planned Site?	No	Satellite Office		X
Co-located (C) not co-located (N), Required partner (R) or Optional partner (O).				
Name of Partner and Program or Services Provided	C	N	R	O
Adult Education		X	X	
Alabama Coushatta Indian Tribal Council		X		X
Burke Center (Substance Abuse)		X		X
Subsidized Child Care Services Access		X	X	
Department of Human Services		X	X	
This is not a FS Employment & Training County				
Job Corp		X		X
Literacy		X	X	
Military Recruiters		X		X
Non-certificate post-secondary career & technology		X	X	
Office of the Attorney General		X		X
Post-secondary vocational education		X		X
Project Reintegration of Offenders (RIO)		X	X	
Rapid Response	X		X	
Senior Texans Employment Program (STEP)	X		X	
TANF Choices	X		X	
Texas Commission for the Blind		X		X
The Texas Department of Protective and Regulatory Services		X		X
Texas Rehabilitation Commission		X		X
Trade Adjustment Act	X		X	
Unemployment Insurance Compensation Access (UI Access)		X	X	
Veterans Employment & Training		X	X	
WIA Title I, including Adult, Dislocated Worker, and Youth	X		X	
Wagner-Peyser Employment Services		X	X	
Welfare-to-Work	X		X	
Women's Shelter of East Texas (Domestic Violence Intervention)		X	X	

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General Operations—The Local Workforce Development Network				
Name of Center	Pineland Workforce Center	<u>Type of Center</u>		
County	Sabine	Certified Full Service Center		
Street Address	99 Temple Avenue	Certified Basic Service Center		
City and Zip Code	Pineland 75968	Non-certified Service Center		
Future or Planned Site?	No	Satellite Office		X
Co-located (C) not co-located (N), Required partner (R) or Optional partner (O).				
Name of Partner and Program or Services Provided	C	N	R	O
Adult Education	X		X	
Alabama Coushatta Indian Tribal Council		X		X
Burke Center (Substance Abuse)		X		X
Subsidized Child Care Services Access		X	X	
Department of Human Services		X	X	
This is not a FS Employment & Training County				
Job Corp		X		X
Literacy	X		X	
Military Recruiters		X		X
Non-certificate post-secondary career & technology		X	X	
Office of the Attorney General		X		X
Post-secondary vocational education	X			X
Project Reintegration of Offenders (RIO)		X	X	
Rapid Response	X		X	
Senior Texans Employment Program (STEP)	X		X	
TANF Choices	X		X	
Texas Commission for the Blind		X		X
The Texas Department of Protective and Regulatory Services		X		X
Texas Rehabilitation Commission		X		X
Trade Adjustment Act	X		X	
Unemployment Insurance Compensation Access (UI Access)		X	X	
Veterans Employment & Training		X	X	
WIA Title I, including Adult, Dislocated Worker, and Youth	X		X	
Wagner-Peyser Employment Services		X	X	
Welfare-to-Work	X		X	
Women's Shelter of East Texas (Domestic Violence Intervention)		X	X	

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General Operations—The Local Workforce Development Network				
Name of Center	San Augustine Workforce Center	<u>Type of Center</u>		
County	San Augustine	Certified Full Service Center		
Street Address	104 US HWY 96S	Certified Basic Service Center		
City and Zip Code	San Augustine 75972	Non-certified Service Center		
Future or Planned Site?	No	Satellite Office		X
Co-located (C) not co-located (N), Required partner (R) or Optional partner (O).				
Name of Partner and Program or Services Provided	C	N	R	O
Adult Education		X	X	
Alabama Coushatta Indian Tribal Council		X		X
Burke Center (Substance Abuse)		X		X
Subsidized Child Care Services Access		X	X	
Department of Human Services		X	X	
This is not a FS Employment & Training County				
Job Corp		X		X
Literacy		X	X	
Military Recruiters		X		X
Non-certificate post-secondary career & technology		X	X	
Office of the Attorney General		X		X
Post-secondary vocational education		X		X
Project Reintegration of Offenders (RIO)		X	X	
Rapid Response	X		X	
Senior Texans Employment Program (STEP)		X	X	
TANF Choices	X		X	
Texas Commission for the Blind		X		X
The Texas Department of Protective and Regulatory Services		X		X
Texas Rehabilitation Commission		X		X
Trade Adjustment Act	X		X	
Unemployment Insurance Compensation Access (UI Access)		X	X	
Veterans Employment & Training		X	X	
WIA Title I, including Adult, Dislocated Worker, and Youth	X		X	
Wagner-Peyser Employment Services		X	X	
Welfare-to-Work	X		X	
Women's Shelter of East Texas (Domestic Violence Intervention)		X	X	

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General Operations—The Local Workforce Development Network		
Guidelines Pages 44-45	<p>4. If the Board anticipates relocation of any TWC/ES staff, reduction in staff, or closing of facilities, please provide in Appendix G, if applicable, a Business Services Plan indicating the specific planned changes and timelines for the changes. Resources to be considered include local TWC staff, facilities, and information systems technology, as well as the actual cost of any relocation. A cost-benefit analysis should be performed to demonstrate how planned changes in ES resources/TWC staff utilization will result in improvements in service design, performance outcomes, and/or cost-effectiveness in service delivery.</p>	
Does the Board anticipate (please mark with an “X” all that apply):	Yes	No
A relocation of TWC staff?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
A reduction in TWC staff?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
A closing of facilities?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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General Operations—The Local Workforce Development Network	
Guidelines Pages 44-45	<p>5. The Commission will provide each Board with the ES allocation for that area, the number of full-time equivalents (FTEs) currently within the area, and the total costs for each TWC owned/leased facility. Complete the following chart indicating the staff allocation at each service delivery site.</p> <p>LIST PLANNED DELIVERY SITES ON NEXT PAGE.</p>
TWC Staff Allocation at Service Delivery Sites	

	Current Delivery Site	# of Core Services Staff at site		# of Veterans Staff at site	# Employer Services Staff at site	Total # of TWC Staff at site
1.	Lufkin	2.00		2.00	3.00	7.00
2.	Nacogdoches	2.00		1.00	2.00	5.00
4.	Jasper	.50			.50	1.00
7.						
8.						
9.						
10.						

Two Veteran staff positions in the staff allocation show less than a full FTE. These are two Veterans Aide positions.