

Appendix C

Command Structure and Staffing Detail

Supporting document to Prospectus v2.3

Revision v1.4 | Revised September 6, 2026

Issued reader-facing planning document — organizational adoption and legal, employment, clinical, payroll, insurance, and operational validation remain pending

Current package reference: CFVV_Investor_Philanthropy_Prospectus_v2.3_2026-09-04.docx

Purpose and status

This appendix states the current command concept, practical position descriptions, controlling payroll basis and phased staffing plan. It preserves the Village's purpose: a duty station where Veterans rebuild direction through structure, responsibility, community, counsel, education and useful work.

The document is a complete supporting planning document, not adopted bylaws, employment offers, a clinical protocol, a legal opinion or certification of staffing adequacy. Responsibilities, qualifications, reporting lines, performance measures and phase assignments remain subject to formal organizational adoption and the professional validation identified below.

Planning Summary

The current plan provides two on-site managers, one Chaplain/LPC, three mess-hall positions and three property-labor positions. The controlling v1.7 workbook carries nine core personnel: \$372,000 annual base pay plus \$74,400 burden, totaling \$446,400 annually and \$37,200 monthly. Administrative Secretary and contract Bookkeeper functions appear in the command plan but have no separately identified allowance in those payroll rows.

The four levels of authority are governance, parent executive management, Village operational command, and resident responsibilities. Founder-approved planning direction contemplates a nine-seat voting Board—seven Veteran Board seats plus founder-continuity seats for James Howard Sullivan and Martin E. Finney. While Claude Firth Veteran Village operates within the parent Veteran Village Movement organization, the individuals serving as Sergeant Major / Village Manager, First Sergeant / Property and Logistics Manager, and Padre / Chaplain-LPC are intended to serve as voting members of the parent governing Board within the seven Veteran Board seats, not as additional seats. When CFVV later receives a separate governing structure, those office-linked Board positions are intended to transition to the CFVV governing Board. The resulting vacancies on the parent Board are to be filled through the parent organization's governance process. An individual CFVV officer may separately remain eligible for continued or dual service on the parent Board if permitted by the final organizational structure, governing documents, Board action, fiduciary-duty requirements, conflict-of-interest and recusal requirements, and nonprofit counsel review. The precise legal mechanism remains pending and is not established by this appendix. The initial staffing ramp remains conditional on an approved coverage plan and funded gaps.

Current capitalization remains \$21.30 million capital development plus a separate \$1.00 million initial operating reserve, totaling \$22.30 million. This appendix does not change the prospectus or any financial workbook.

2. Key Operating and Governance Boundaries

Topic	Current Planning Treatment
Operational roles	The plan includes three senior leaders, administrative support, a contract Bookkeeper, the mess team and grounds crew. Detailed duties do not create an additional hierarchy.
Board composition	Current planning contemplates seven Veteran Board members plus founder-continuity seats for James Howard Sullivan and Martin E. Finney. Formal adoption, qualifications and governing terms remain subject to final bylaws, Board approval and nonprofit counsel review.
Operational staff and Board membership	While CFVV operates within the parent Veteran Village Movement organization, the three designated senior operational officers are intended to serve as voting members of the parent governing Board within the seven Veteran seats. These positions do not create additional Board seats. When CFVV later receives a separate governing structure, the office-linked Board positions are intended to transition to the CFVV governing Board, and the resulting parent-Board vacancies are filled through the parent organization's governance process. Final implementation remains subject to governing documents, Board action, fiduciary and conflict safeguards, and nonprofit counsel review.
Admissions and discharge authority	The Board remains responsible for adopted policy and delegation. Routine admissions, discharge, urgent actions and appeals require a written delegation and independent-review structure.
Separate senior officeholders	Three separate qualified officeholders are required before resident operations. Temporary coordination during development or pre-opening does not replace that requirement. Lawful clinical practice, workload capacity and adequate backup remain necessary.
Staff totals	The explicit position count below distinguishes workers, part-time staff and contracted functions. Counts do not establish FTEs, hours or complete cost.
Resident participation	Purposeful participation must follow individual plans, fair-pay requirements where applicable and separation of residency from employment.
Annual pay and work status	Workbook headcount and salary inputs do not establish hours, overtime exemption or employment classification. Hours, market evidence and wage compliance require review before hiring.

Implementation status

This appendix supplies operational descriptions and a practical proposed staffing sequence. Professional judgment and formal approval remain necessary to convert the plan into job offers, agreements, duty rosters, clinical arrangements and adopted delegations.

3. Authority and reporting relationships

Four distinct levels

Level	Function	Accountability
Permanent organization and Board	Mission, strategy, budgets, policy, executive oversight and fiduciary controls.	Collective authority under adopted governing documents.
Parent executive management	Organizational delivery, shared services, staffing authorization, financial control and supervision of Village management.	Reports to the nine-seat Board; executive assignments and delegations remain subject to final governing documents.
Village operational command	Daily program, property, people, food service, referrals and local accountability.	Sergeant Major is the principal operational representative to the Board; day-to-day authority follows written delegation, not Board title alone.
Resident responsibilities	Individual development, communal duties, education, training and paid work under appropriate agreements.	Designated activity supervisor; resident status grants no coercive command authority.

Working organizational architecture

The Veteran Village Movement Organizing Association is the temporary Texas unincorporated nonprofit organizing association in the current plan. The Veteran Village Movement, Inc. is the intended permanent Texas nonprofit corporation and likely 501(c)(3) applicant. Claude Firth Veteran Village is initially contemplated as a parent program, potentially later a controlled subsidiary or affiliate. Formation, employer identity, delegations, exemption and fundraising authority must be established separately; no existing tax determination is implied.

Role or function	Administrative reporting	Direct supervision / interface
Sergeant Major	Parent executive management under written Board delegation; Intended voting member of the parent governing Board within the seven Veteran seats while CFVV operates within the parent organization; the office-linked Board position transitions to the CFVV governing Board if CFVV later receives a separate governing structure. Final implementation remains subject to governing documents, Board action, fiduciary and conflict safeguards, and counsel review.	First Sergeant, Padre, Secretary, Mess Sergeant; local coordination of Bookkeeper.
First Sergeant	Sergeant Major operationally; employment accountability through the authorized executive-management structure; Intended voting member of the parent governing Board within the seven Veteran seats while CFVV operates within the parent organization; the office-linked Board position transitions to the CFVV governing Board if CFVV later receives a separate governing structure. Final implementation remains subject to governing documents, Board action, fiduciary and conflict safeguards, and counsel review.	Property / grounds crew and approved work details.

Role or function	Administrative reporting	Direct supervision / interface
Padre / Chaplain-LPC	Sergeant Major administratively; employment accountability through the authorized executive-management structure; clinical independence and confidentiality preserved; Intended voting member of the parent governing Board within the seven Veteran seats while CFVV operates within the parent organization; the office-linked Board position transitions to the CFVV governing Board if CFVV later receives a separate governing structure. Final implementation remains subject to governing documents, Board action, fiduciary and conflict safeguards, and counsel review.	No assumed direct reports; clinically independent within licensure and agreed safeguards.
Administrative Secretary	Sergeant Major	No assumed direct reports; intake and records support.
Contract Bookkeeper	Designated finance/contract authority	Works with manager; independent reconciliation/review access to authorized financial oversight.
Mess Sergeant	Sergeant Major	Assistant Mess Sergeant and Kitchen Support.
Assistant Mess Sergeant	Mess Sergeant	Shift direction when delegated; no separate management layer.
Kitchen Support / grounds crew	Respective functional supervisor	Residents only under specifically authorized, qualified supervision.

Proposed operational reporting map

The parent executive function need not become an additional new salaried position at opening. It must have a named authorized person, scope, capacity and reporting route. Where one person holds parent and Village responsibilities, record the separate accountabilities and independent review; do not count that person or cost twice. Founders and individual directors do not bypass the approved reporting structure.

Authority boundaries

Budget, personnel, spending, contracts, admissions, discharge and emergency powers require a written delegation schedule. Department leads recommend and execute within approved limits. Safety concerns may be escalated immediately; the proposed stop-work rule permits any worker to halt an apparently unsafe task and seek competent review. It does not confer authority to remove a resident, impose clinical treatment, or waive legal rights.

The Founder's mission and continuity role remains strategic and cultural. The Sergeant at Arms title for Martin Finney does not confer independent law-enforcement, employment, discipline or resident-removal powers. The Think Tank advises; authority follows adopted governance documents.

While Claude Firth Veteran Village operates within the parent Veteran Village Movement organization, the individuals serving as Sergeant Major / Village Manager, First Sergeant / Property and Logistics Manager, and Padre / Chaplain-LPC are intended to serve as voting members of the parent governing Board within the seven Veteran Board seats, not as additional seats.

When CFVV later receives a separate governing structure, those office-linked Board positions are intended to transition to the CFVV governing Board. The resulting vacancies on the parent Board are to be filled through the parent organization's governance process. An individual CFVV officer may separately remain eligible for continued or dual service on the parent Board if permitted by the final organizational structure, governing documents, Board action, fiduciary-duty requirements, conflict-of-interest and recusal requirements, and nonprofit counsel review. The precise legal mechanism remains pending and is not established by this appendix.

Board service remains distinct from employment and does not itself create operational, clinical, admissions, discharge, disciplinary, or supervisory authority. Employment supervision proceeds through the authorized parent executive-management structure under written Board delegation; no employee reports separately to James Howard Sullivan, Martin E. Finney, or another individual director merely because that person is the Founder, a continuity director, or holds another organizational title. A staff director must recuse from compensation, benefits, evaluation, discipline, termination, personal claims, interested transactions, and other material conflicts; executive-session, independent-review, and minute procedures remain to be established.

Administrative and management-level Village leadership is intended to remain Veteran-led and Veteran-operated, with Veteran status mandatory for the three named senior on-station roles; final hiring classifications and lawful qualification language require adopted employment policy and counsel review.

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4. Practical position descriptions

Common hiring and performance framework

The core titles and functions below are part of the current command plan; detailed specifications remain planning requirements subject to adoption and professional review. Founder-approved direction requires Veteran status for the Sergeant Major / Village Manager, First Sergeant / Property Manager, and Padre / Chaplain-LPC and intends administrative and management-level Village leadership to remain Veteran-led and Veteran-operated, subject to lawful hiring policy and counsel review. Other positions should value relevant Veteran experience, peer credibility and understanding of military transition where mission-relevant and lawful. No specific rank, military occupational specialty, degree or number of years

is imposed merely to match a title. Equivalent demonstrated experience may qualify except where Veteran status is an approved role requirement or a professional credential is needed for actual duties.

Every position requires respectful conduct, confidentiality appropriate to its role, reliable documentation, safety training, accommodation of lawful needs, and prompt reporting of concerns. Screening must be proportionate to duties and lawful. Driving credentials are required only when driving is assigned. Staff who supervise tools, food service, clinical activities or regulated work must be qualified for those tasks. Mandatory certifications and insurance requirements must be verified before engagement.

Performance measures below are responsibilities for review, not approved numerical targets. Record baselines and agree reasonable measures after opening capacity is established. No employee is incentivized to conceal incidents, rush discharge, inflate employment outcomes, or substitute unpaid resident labor for budgeted staffing.

4.1 Sergeant Major / Village Manager

Purpose and status. Lead daily Village operations and translate the mission into accountable practice. Existing full-time management role; recruit during pre-opening and have the role active before admission. One of the two manager positions in the common workbook allowance: \$75,000 annual base per manager.

Reporting and supervision. Reports for employment purposes through parent executive management under written Board delegation and serves as the principal operational representative connecting Village operations with the Board.

While CFVV operates within the parent Veteran Village Movement organization, the holder of this office is intended to serve as a voting member of the parent governing Board within the seven Veteran seats, subject to lawful implementation through the final organizational structure, governing documents, Board action, fiduciary requirements, conflict-of-interest safeguards, and nonprofit counsel review. When CFVV later receives a separate governing structure, the office-linked Board position is intended to transition to the CFVV governing Board. Continued or dual service by the individual on the parent Board would require separate authorization under the applicable governing framework.

Supervises First Sergeant, Padre administratively, Administrative Secretary and Mess Sergeant; coordinates finance services. If seated as a director, Board membership does not permit participation in the manager's own compensation, evaluation, discipline, termination, or other conflicted matter.

Acts within written operational delegations and identifies an approved acting manager for absences.

Principal duties. Build daily/weekly operating schedules; coordinate admissions readiness and individual-plan implementation with qualified staff; supervise personnel; manage budget execution, vendors, partner relationships, resident concerns and incident follow-up; maintain operating procedures; report occupancy, staffing, outcomes and risks to parent management. Coordinate hiring, training, performance review and corrective action within delegated authority.

Minimum capability. Demonstrated residential, nonprofit, public-service, military or comparable operations leadership; practical supervision, budgeting, documentation, conflict resolution and partnership skills. Veteran leadership and experience in reintegration settings are preferred where lawful. A clinical license is not required for management duties, and the position must not perform licensed work without qualification.

Resident and safety responsibilities. Explain expectations and fair processes, promote constructive participation, ensure accommodation requests reach the proper reviewer, and arrange emergency readiness and relief coverage. Respect clinical confidentiality. Admission and discharge decisions follow the authority ultimately adopted under Appendix D.

Performance responsibilities. Reliable coverage, completed staff training, timely follow-up of incidents and grievances, budget variance explanations, partner coordination and accurate program reports. Measure resident progress against individual plans rather than obedience alone.

4.2 First Sergeant / Property and Logistics Manager

Purpose and status. Maintain a safe, functioning campus and organize property, equipment, logistics and supervised work. Existing full-time manager role; engage during late development/commissioning and before opening. Second manager allowance: \$75,000 annual base.

Reporting and supervision. Reports operationally to the Sergeant Major and remains accountable through the authorized executive-management structure. While CFVV operates within the parent Veteran Village Movement organization, the holder of this office is intended to serve as a voting member of the parent governing Board within the seven Veteran seats, subject to lawful implementation through the final organizational structure, governing documents, Board action, fiduciary requirements, conflict-of-interest safeguards, and nonprofit counsel review. When CFVV later receives a separate governing structure, the office-linked Board position is intended to transition to the CFVV governing Board. Continued or dual service by the individual on the parent Board would require separate authorization under the applicable governing framework. Supervises grounds/property/general labor personnel and authorized property work details. If seated as a director, Board membership does not permit participation in the First Sergeant's own compensation, evaluation, discipline, termination, or other conflicted matter. Coordinates vendors and qualified trades; does not replace the architect, engineer, general contractor or required licensed operator.

Principal duties. Establish preventive maintenance, work orders, asset and tool records, purchasing requests, vehicle checks, supply controls, grounds/garden routines and emergency maintenance arrangements. Participate in facility handover, manuals, warranties and training. Coordinate safe work sequencing and contractor access; refer electrical, structural, wastewater and other regulated tasks to competent authorized providers.

Minimum capability. Demonstrated facilities maintenance, logistics, crew supervision and safe equipment-use experience; ability to maintain records and recognize tasks beyond personal competence. Military logistics/engineering or relevant Veteran trade experience is preferred where lawful. Trade licenses are required only if personally undertaking work requiring them; the title itself does not require an engineering or contractor license.

Resident and safety responsibilities. Match assignments to training, classification and ability; provide instruction, protective equipment and competent supervision; record work hours when required.

Maintain chemical, machine, heat, vehicle and lifting safeguards; stop unsafe work. Residents do not perform hazardous or regulated tasks simply because they are available.

Performance responsibilities. Preventive-maintenance completion, timely critical repairs, inspected equipment, inventory accuracy, contractor compliance, documented instruction, and reduction of recurring hazards without suppressing incident reporting.

4.3 Padre / Chaplain—Licensed Professional Counselor

Purpose and status. Provide the existing combined chaplaincy, counseling, case-management and reintegration-support function. Current planning calls for a Certified Chaplain and LPC. Existing full-time role, planned at \$75,000 base annually. Engage before opening to develop screening, referral, crisis and records arrangements.

Reporting, governance, and professional independence. Reports administratively to the Sergeant Major and remains accountable through the authorized executive-management structure while preserving professional independence.

While CFVV operates within the parent Veteran Village Movement organization, the holder of this office is intended to serve as a voting member of the parent governing Board within the seven Veteran seats, subject to lawful implementation through the final organizational structure, governing documents, Board action, fiduciary requirements, conflict-of-interest safeguards, and nonprofit counsel review. When CFVV later receives a separate governing structure, the office-linked Board position is intended to transition to the CFVV governing Board. Continued or dual service by the individual on the parent Board would require separate authorization under the applicable governing framework.

If seated as a director, Board membership does not permit participation in the Padre's own compensation, evaluation, discipline, termination, or other conflicted matter.

Clinical judgment, confidentiality, privilege, and professional duties remain governed by applicable law, licensure, ethics, pastoral obligations, and approved privacy procedures. The Padre must not disclose protected clinical, counseling, privileged, pastoral, or confidential resident information in governance discussions except where legally authorized and appropriately necessary. HIPAA applicability, Texas confidentiality requirements, records separation, minimum-necessary disclosure, mandatory reporting, safety exceptions, and any dual clinical/governance role require counsel and licensed-clinical review.

No additional clinical staff or supervision authority is presumed. Any supervision of trainees must be separately credentialed and authorized.

Principal duties. Provide counseling within competence and authorization; coordinate individual development and care referrals; offer voluntary chaplaincy and pastoral support; consult on clinically relevant suitability and accommodation needs; establish warm-handoff and follow-up processes; train staff in recognition and escalation of concerns; coordinate crisis response with external professionals. The Village is not an inpatient or detoxification service.

Minimum qualifications. An active Texas LPC credential appropriate to the actual independent clinical duties, plus the chaplain certification required by existing project policy. The acceptable chaplain

certifying body and equivalency standard remain a Founder/professional-review decision. Verify credentials and professional liability coverage. Veteran clinical or chaplain experience is mission-relevant and preferred where lawful. No prescribing, medical or specialist authority is implied.

Resident relationship and safeguards. Distinguish confidential counseling, case-management coordination and optional spiritual support. Explain roles and consent; share only information appropriately needed for operations. Religious participation is not an admission or employment condition. Do not turn counseling disclosures into routine discipline. Conflicts between therapeutic and disciplinary roles require an independent referral/review route.

Capacity and performance. Track access, individualized-plan follow-up, referral completion, continuity during leave, and proper records. Clinical caseload limits and after-hours availability require professional validation. One salaried clinician does not establish continuous coverage. A vacancy requires a professionally adequate, funded alternative before admission, not an uncredentialed substitute. Any temporary pre-opening combination with another senior function must end before resident operations so the three senior on-station positions are held by three separate qualified Veterans.

4.4 Administrative Secretary / Administrative Coordinator

Purpose, status and phase. Provide records, scheduling, intake administration and communications. The current plan allows part-time or full-time service. Proposed ramp: part-time during pre-opening/initial operations, full-time at stabilization if workload supports it. No separately identified salary appears in the controlling payroll model; cost requires explicit approval.

Reporting and duties. Reports to Sergeant Major; no assumed direct reports. Schedule appointments, manage approved application packets and consent records, organize meetings, maintain roster/training records, route calls and correspondence, support purchasing documentation and collect approved time records. Track incomplete referrals or documents for responsible staff; do not make clinical or final admission decisions.

Qualifications and safeguards. Demonstrated office systems, accurate records, secure document handling, scheduling and respectful communication. Veteran-service familiarity is useful; no professional clinical credential is required for administrative duties. Separate clinical files and access permissions from ordinary operational records. Do not combine receipt, approval, payment and independent reconciliation in one unreviewed process.

Resident and performance responsibilities. Offer clear process guidance and accessible communications without promising admission or benefits. Maintain accurate schedules, complete packets, timely routing, and appropriate confidentiality. Flag delays and missing approvals rather than silently completing them.

4.5 Contract Bookkeeper / Bookkeeping and Payroll Support

Purpose, status and phase. Maintain transaction records, payroll support and routine financial reports. Existing contract function; engage during organizational setup and retain through operations. Contract scope, hours and fee are unpriced in the controlling payroll model; contract classification is subject to actual working arrangements.

Reporting and duties. Reports to the authorized finance/contract manager and coordinates with Sergeant Major. Maintain ledgers and cost centers, prepare payroll from approved time/compensation records, reconcile accounts, track restricted funds, support grant expense documentation and provide

monthly reports. Identify discrepancies and obtain approvals; do not approve personal payments or substitute for independent financial review.

Qualifications and boundaries. Demonstrated nonprofit bookkeeping, payroll and reconciliation competence; secure systems and confidentiality. A CPA license is not required merely to keep books. Engage a CPA or other appropriately qualified professional for duties requiring that expertise. Prior Veteran/nonprofit experience is useful. Verify provider competence, access controls, contractual obligations and relevant insurance.

Resident and performance responsibilities. Handle employee and resident payment records fairly and confidentially, with separate housing and payroll accounts. Provide accurate payroll, timely reconciliations, traceable restricted-fund records and documented exceptions. Authorized oversight independently reviews reconciliations and payroll changes.

4.6 Mess Sergeant / Head Cook and Food-Service Lead

Purpose, status and phase. Operate safe, reliable communal meals and supervised kitchen learning. Existing paid role; proposed full-time at opening and stabilization, recruited before kitchen commissioning. Workbook base allowance: \$50,000 annually; paid hours and classification require review.

Reporting and duties. Reports to Sergeant Major; supervises Assistant Mess Sergeant and Kitchen Support. Plan menus and meal schedules, order and receive food, manage inventory and cost, organize preparation and sanitation, coordinate dietary needs, and train kitchen participants. Prepare a seven-day service and relief plan; a weekday title alone does not cover every meal.

Qualifications and safety. Demonstrated institutional, commercial or comparable volume-cooking competence, kitchen supervision and food-cost control. Obtain food-manager/food-handler credentials as required by actual role and local requirements. Military mess experience or Veteran service is useful where lawful. Apply temperature, allergen, hygiene, storage, fire, equipment and sanitation procedures; coordinate medical diet questions with qualified providers.

Resident and performance responsibilities. Supervise appropriate instruction and clearly classified communal or paid work. Do not rely on untrained residents for essential safe operations. Review meal reliability, food safety records, waste, purchasing variance and documented training. Public restaurant activity requires a separate approved operating scope and staffing review.

4.7 Assistant Mess Sergeant / Sous Chef

Purpose, status and phase. Support meal preparation and continuity of kitchen service. Existing paid position, \$25,000 annual base allowance. Proposed engagement before opening and retention at stabilization; exact hours, full-time/part-time designation and relief duty remain to be reconciled with compensation.

Reporting and duties. Reports to Mess Sergeant. Prepare and serve meals, receive supplies, maintain production and sanitation records, assist inventory and dietary procedures, and lead a kitchen shift only when qualified and delegated. May give task direction to Kitchen Support and resident learners; does not form an additional management tier.

Qualifications and safety. Demonstrated cooking and safe food-handling competence, ability to follow recipes and allergen controls, and required food-handler or manager credentials for actual assignments.

Veteran/military food-service experience is relevant but does not replace competence. Confirm independent shift-lead capability before assigning relief.

Resident and performance responsibilities. Model orderly teamwork, teach approved skills and record compensable time appropriately. Maintain safe preparation, reliable shift handovers, accurate production records and prompt reporting of shortages or hazards. Do not infer unpaid extra shifts from the annual salary label.

4.8 Kitchen Support / Dishwasher and Sanitation Support

Purpose, status and phase. Keep food-service spaces, dishes and equipment clean and support safe meal flow. The current plan provides a paid hybrid support position assisted by residents; the workbook allowance is \$18,000 annually for one position. Paid status is retained; hours and full-time/part-time classification require validation before an offer. Activate before opening and retain as workload requires.

Reporting and duties. Reports to Mess Sergeant, with task direction from the assigned shift lead. Wash and sanitize, handle waste, restock, clean approved areas and assist simple food preparation after training. No independent supervisory or clinical responsibilities are assigned.

Qualifications and safety. Ability to perform defined essential tasks with reasonable accommodation; sanitation training and required food-handler credentials for assigned duties. Prior service is welcome where lawful but no rank or trade license is imposed. Train in chemicals, hot surfaces, blades, lifting, slips and equipment isolation; use protective equipment.

Resident and performance responsibilities. Work alongside residents without treating participation as automatic free replacement labor. A resident hired into this position receives an employment agreement, pay and protections like other employees. Maintain sanitation checklists, safe chemical use, timely cleaning and clear handovers.

4.9 Grounds / Property / General Labor Personnel

Purpose, status and phase. Provide practical campus upkeep, grounds, gardening and logistics support. Existing source crew: three; workbook allowance \$18,000 per person annually. Proposed initial crew: two, increasing to three with workload and occupancy. This is a conditional ramp, not a change to the approved three-position payroll input. Hours and employment classification remain to be set.

Reporting and duties. Report to First Sergeant. Perform approved grounds work, garden/greenhouse support, cleaning, supply movement and basic maintenance; assist construction only within an approved scope and competent supervision. Do not assume that general labor includes licensed trade, commercial enterprise or specialist utility operations.

Qualifications and safety. Ability to learn and perform assigned essential tasks with reasonable accommodation, reliable work habits and task-specific equipment instruction. Relevant Veteran trade or logistics experience is preferred where lawful. Driving, machinery or specialist credentials apply only to assigned work. Observe heat, weather, lifting, chemical, animal, machinery and vehicle safeguards.

Resident and performance responsibilities. Demonstrate useful work and mentor only within proven competence and delegated responsibility. Record employment time separately from communal duties. Resident employees count within the crew only when lawfully hired and capable of the assigned work. Review completed work orders, safe task performance, equipment condition and supervised skill development.

4.10 Parent management and specialist services

The parent executive function, nonprofit/employment counsel, CPA/payroll adviser, insurer, qualified clinical backup, professional design/construction team, and regulated-system service providers are functions or engagements required as their work arises. They are not automatically new full-time Village positions. Engagements must state client/employer, scope, deliverables, responsible supervisor, credentials, fee, approval and phase. No new salary is invented for these functions.

The proposed Founder and Martin Finney compensation targets in the Movement Plan are organizational-service arrangements, not extra Village manager allowances or payments merely for Board service. Each requires documented duties, classification, capacity, comparability review, recusal and disinterested approval. If either holds an operational role, reconcile time and cost before combining compensation.

5. Staffing ramp and operational coverage

Proposed phase assignments

Role / function	Pre-opening / development	Initial operations	Stabilized 30-bed
Sergeant Major	Recruit and engage for readiness	1 full-time	1 full-time
First Sergeant	Commissioning / facility handover	1 full-time	1 full-time
Padre / Chaplain-LPC	Clinical/referral systems and intake readiness	1 full-time; verified backup	1 full-time; validate caseload/backup
Secretary	Part-time setup support	1 part-time; pay TBD	1 full-time if workload; pay TBD
Bookkeeper	Contract from financial setup	Contract; fee TBD	Contract; fee TBD
Mess Sergeant	Kitchen setup, menus and training	1 proposed full-time	1 proposed full-time
Assistant Mess Sergeant	Train before first meal service	1; hours/pay fit pending	1; hours/pay fit pending
Kitchen Support	Train before opening	1; hours/pay fit pending	1; hours/pay fit pending
Grounds/property labor	Phased as authorized work requires	2 proposed; hours pending	3; hours pending
Parent / specialist functions	Named authority and scoped engagements	Shared/contract as needed	Shared/contract as needed

The roles below form the current planning baseline. The ramp remains proposed. Workbook headcount is not an FTE measure, and paid hours are not specified in the controlling financial model.

Initial roster: eight core paid workers plus one part-time Secretary, with one Bookkeeper engagement: nine employees and one contractor relationship if all functions are separately filled. Stabilized roster:

nine core paid workers plus one Secretary, with one Bookkeeper engagement: ten employees and one contractor relationship. Parent and specialist functions are additional service capacity, not automatically additional employees. They do not establish FTEs or complete cost.

Development and pre-opening work

During early development, use the organizing team and scoped qualified services for governance, owner-side development, design, legal, accounting and insurance needs. Do not place the full operating payroll on a construction timetable without work and funding to support it. Recruit the manager early enough to shape policies and handover; bring property and clinical leadership into commissioning and admissions planning; engage food and support staff in time for training and operational rehearsal. Hire dates and paid pre-opening months remain unset.

Before the first resident, the required functions must be operational: authorized leadership and backup, trained intake/referral support, qualified clinical access, safe meal production, property response, payroll and records, and emergency coordination. Scope professional construction separately from ordinary property management. Capital or construction labor and future enterprise crews must not be silently absorbed into the grounds payroll.

Initial operations and growth gate

The controlling v1.7 workbook models 10 resident Veterans occupying 10 of 30 available beds, or approximately 33.3% occupancy. Its separate residential capital quantity is 30 homes; these units are not interchangeable. A first cohort of up to 10 remains a proposed planning reference, not an approved admission cap or evidence of adequate coverage. The proposed two-person grounds option requires workload and safety review; the financial baseline retains three property-labor personnel. Any approved financial change must follow the controlling financial revision process and be incorporated into a future controlled revision.

Increase admissions only when actual staffing, meal service, clinical access, maintenance, transport and relief coverage can support the next cohort. Add the third grounds position as workload requires and expand Secretary hours when records/intake work supports it. Do not postpone essential coverage to achieve an arbitrary staff-to-resident ratio.

Coverage that a headcount does not establish

A calendar week contains 168 hours. One continuously staffed post requires 4.2 forty-hour FTEs before leave, training and overlap. This is a coverage illustration, not a recommendation to add 4.2 positions. Whether CFVV requires awake on-site staffing, on-site availability, on-call response or another arrangement must be determined for its population, operating model, insurance and applicable requirements. Living on-site does not make all hours unpaid or create unlimited availability.

Two managers and one clinician cannot be assumed to provide continuous management and clinical coverage. Prepare an actual seven-day roster: duty lead and backup; emergency escalation; meals and sanitation; intake/referrals; property response; approved transport; leave, illness, weekends and holidays. Confirm response expectations and care options with qualified partners. A security-monitoring budget is not a staffed supervision plan.

Opening readiness sign-off: proposed responsibilities

Required evidence	Preparation lead	Approval / validation
Delegations, acting authority and resident decision route	Parent executive + Sergeant Major	Governing authority / counsel
Seven-day roster, leave and relief costs	Sergeant Major + department leads	Parent executive / payroll / insurer
Clinical scope, referral and crisis arrangements	Padre	Licensed clinical review / counsel
Safe facilities, systems and food service	First Sergeant + Mess Sergeant	Qualified specialists / required authorities
Employment terms, classification and paid-time rules	Parent executive + Bookkeeper	Employment counsel / payroll professional
Consent, records, grievance and accommodation process	Secretary + responsible leaders	Counsel / clinical reviewer
Funded opening and stabilization plan	Manager + finance function	Authorized Board / CPA review

Absent a satisfactory answer to a critical coverage or care question, reduce or defer admissions until capacity is in place. This is a readiness condition, not a statement that any listed roster has received professional approval.⁶ Payroll Assumptions and Financial Basis

Controlling v1.7 baseline: unchanged annual allowances

The six payroll rows below come from the controlling v1.7 workbook. Amounts are planning inputs, not market-validated pay commitments. Headcount is persons in modeled roles; annual salary is per person. Burden is 20% of base pay. The combined manager line maps to Sergeant Major and First Sergeant, not to a parent executive plus a Village manager.

Workbook role	Count	Base / person	Annual base	20% burden	Annual loaded
On-Site Managers	2	\$75,000	\$150,000	\$30,000	\$180,000
Chaplain / LPC	1	\$75,000	\$75,000	\$15,000	\$90,000
Mess Sergeant	1	\$50,000	\$50,000	\$10,000	\$60,000
Sous Chef	1	\$25,000	\$25,000	\$5,000	\$30,000
Kitchen Labor	1	\$18,000	\$18,000	\$3,600	\$21,600
Property Management Labor	3	\$18,000	\$54,000	\$10,800	\$64,800
TOTAL	9	—	\$372,000	\$74,400	\$446,400

Workbook references: Assumptions!A45:C50 (roles, headcounts and annual salaries), B29 (20% burden), and D51:F51 (totals). Linked schedule: Payroll & Staffing!B6:G12 and B15:B17. Burden dollars in the payroll table are calculated from base pay $\times$ 20%; the schedule's column E displays the burden rate.

Monthly base payroll is \$31,000; monthly burden is \$6,200; monthly loaded payroll is \$37,200.

Headcount $\times$ annual salary gives base payroll; applying 20% burden gives annual loaded payroll, divided by 12 for monthly cost. Monthly Budget!E23 carries the loaded payroll once. Selected Propane / Low total operating expense is \$44,109.20 monthly and \$529,310.40 annually, including payroll (E24 and B30).

What the baseline does and does not include

The 20% input is labeled a reserve for payroll taxes/benefits. It is not a verified itemization of employer taxes, unemployment, health benefits, workers' compensation, retirement, paid leave or relief costs. Obtain an itemized burden estimate and avoid counting a benefit both in this reserve and in another line. An annual salary label does not establish overtime exemption, work hours, on-call compensation or independent-contractor status.

Administrative Secretary pay and contract Bookkeeper fees are not separately identified in the controlling payroll or monthly operating rows. "Admin / Office Supplies" is not evidence that either is funded. Professional clinical backup, overnight/weekend relief, recruitment, training, staff travel, certifications and parent/shared-service allocations are not separately established as covered staffing costs. Some may eventually fall under contracts or broader budget categories; amounts and treatment require explicit confirmation.

Staffing phase cost bridge: illustration only

With two rather than three property-labor positions, the initial core roster would total \$354,000 base plus \$70,800 burden = \$424,800 annualized, or \$35,400 monthly loaded. That is \$1,800 monthly below the unchanged nine-position baseline. This calculation describes the proposed ramp; it is not an approved payroll reduction. Both figures exclude unpriced Secretary, Bookkeeper and coverage needs. Actual first-year expense depends on start dates and paid months, not annualization alone.

For an approved ramp, calculate each phase as the sum of funded position-months at agreed pay and burden, plus separately approved contract fees, relief/overtime and other employment costs not already included. Identify overlap between pre-opening and operating periods. Do not charge the same worker both to an enterprise and general operations for the same hours.

Compensation and hours requiring validation

At an illustrative 2,080 paid hours per year, \$18,000 equals about \$8.65 per hour and \$25,000 equals about \$12.02 per hour, before any overtime. These arithmetic equivalents do not establish lawful or market-competitive pay. The Movement Plan's proposed \$12.50-per-hour initial wage reference for its work model also needs reconciliation where applicable: \$18,000 funds 1,440 straight-time hours at that rate, while \$25,000 funds 2,000. The workbook salary inputs remain unchanged; hours, duties, market rates and classification must be resolved before hiring.

The Movement Plan proposes \$2,500 monthly for Founder organizational services and the same target for Martin Finney when actual duties and resources support it, plus approved documented travel. These are separate planning targets, not self-executing entitlements and not included in the nine-position payroll. Annualizing each monthly target gives \$30,000 before burden/travel; no such cost is added here. Confirm whether, when and where organizational-service costs belong and prevent overlap with a paid operational appointment.

Financial Basis and Planning Limitations

Issue	Current observation	Treatment here
Capital and reserve	Capital vs Operating!C10:C12 records \$21.30M + \$1.00M = \$22.30M.	The reserve is separate and counted once.
Expense projection	Assumptions!B12 records 3%; the 5-Year Projection includes payroll.	General operating inflation applies. No independently modeled payroll escalation is claimed.
Occupancy definition	Monthly Budget!B27 records 10 residents; Dashboard!H3 records 33.3%.	Ten residents occupy 10 of 30 beds.
Scenario versus staffing phase	Fuel/scenario choices do not change the fixed headcounts or salaries.	Low/Expected/High costs are not opening/stabilized staffing rosters.
Pre-opening and cash timing	The controlling workbook does not contain a complete dated startup or cash-flow schedule.	Hire dates, paid months and funding evidence remain to be developed; no zero-cost assumption.

The v1.7 workbook is the sole current financial authority. Appendix E identifies the supporting schedules. The accompanying table states the present financial treatment; professional validation remains distinct from spreadsheet correctness.

The controlling financial baseline is established. Staffing coverage, start dates, additional service costs and cost ownership remain planning decisions. Unpriced costs are TBD, not zero and not presumed absorbed by the \$1.00 million reserve. Appendix E explains the continuing operating funding requirement and limits of the expense projections.

7. Resident-duty doctrine

Established philosophy

Claude Firth Veteran Village operates as a duty station, not a passive shelter. Residents participate in rebuilding their lives and caring for their community. Structure, accountability, education, useful work and shared responsibility develop purpose and capability. The model expects contribution according to ability and circumstances; it does not authorize punishment, involuntary labor or exploitation.

The operating model includes morning First Call and approved wellness activity, communal meals and daytime productivity, together with individualized plans, accommodation for health, disability, employment schedules and other legitimate needs, voluntary spiritual activity, paid enterprise work and separate residency and employment decisions. Recovery, appointments, learning or an adapted assignment may be constructive participation; inability to perform one physical task is not automatically unwillingness.

Classify the activity before assigning it

Activity class	Illustrative activity	Required boundary
Ordinary communal responsibility	Own-home care; reasonable shared-space cleanup	Define proportionate expectations and accommodations; distinguish personal/community upkeep from business labor.
Education / vocational training	Classroom work; supervised skill instruction	Use learning objectives, supervision and records; training label does not settle wage status.
Volunteer activity	Genuinely voluntary eligible service	Review lawful scope and free choice; no coercion through housing, pay or benefits.
Therapeutic / program participation	Approved wellness or recovery activity	Use appropriate consent and qualified oversight; do not label productive business work “therapy” to avoid pay.
Apprenticeship	Structured learning with productive work	Use applicable program/employment terms, supervision, pay and credential rules.
Compensable employment	Scheduled kitchen production, grounds job, enterprise or outside work	Employment agreement, lawful pay/time records, safety, accommodations and required coverage.

These are classification questions for professional review, not blanket legal conclusions. The same location can host different activities. Cleaning one’s own residence differs from filling a scheduled janitorial job; a gardening lesson differs from regular commercial production; meal cleanup differs from replacing a paid kitchen shift. Actual work, control, economic purpose and applicable rules matter more than the name of the assignment.

Proposed assignment procedure

Before assigning an activity, the responsible supervisor records its purpose, classification, expected time, location, essential tasks, risk level, supervision, training, accommodation and compensation treatment. Obtain the necessary agreement/consent. The Padre advises on appropriate clinical matters without disclosing unnecessary health information; the functional supervisor remains responsible for safe task direction.

Use written schedules with reasonable rest and coordination around education, employment, health care and family responsibilities. Provide induction, protective equipment, competent supervision, emergency instructions and an accessible concern-reporting route. Residents may report unsafe work or request accommodation without retaliatory discipline. Do not assign electrical, wastewater, structural, machinery or other regulated/hazardous tasks beyond actual qualification and safeguards.

Record employee time and pay accurately, including required training or other compensable time as determined under approved policy. Keep education, communal participation and volunteer records

distinct. Where a resident is hired into a funded staff job, count and pay that person in the position; do not also claim the same hours as free resident support.

Participation, employment and housing

Residents are not required to work in a particular Village enterprise. Plans may include outside employment, education, training, health/recovery support, mentoring and appropriate community responsibilities. Commercial shops, crews and a public restaurant require their own approved scope, competent supervision, employment budget and insurance; this nine-position campus baseline does not finance every proposed enterprise.

Loss of a job does not automatically end residency, and termination of residency does not automatically determine employment. Address participation difficulties through discussion, documented support, accommodation and the approved Covenant process. Never use undesirable or hazardous work as punishment. Admission, discharge, appeals and referrals follow Appendix D once authority and procedures are adopted.

Resident leadership

Residents may take mentoring or coordinating responsibilities within approved plans. Such responsibilities do not create powers to punish, search, evict, demand labor or direct clinical care. Staff remain accountable for supervision and safeguarding. Any paid supervisory work requires appropriate classification and compensation.

8. Decisions, validation, and adoption

Approved governance direction and remaining implementation decisions

Governance Boundaries and Board Selection. While Claude Firth Veteran Village operates within the parent Veteran Village Movement organization, the individuals serving as Sergeant Major / Village Manager, First Sergeant / Property and Logistics Manager, and Padre / Chaplain-LPC are intended to serve as voting members of the parent governing Board within the seven Veteran Board seats, not as additional seats.

When CFVV later receives a separate governing structure, those office-linked Board positions are intended to transition to the CFVV governing Board. The resulting vacancies on the parent Board are to be filled through the parent organization's governance process. An individual CFVV officer may separately remain eligible for continued or dual service on the parent Board if permitted by the final organizational structure, governing documents, Board action, fiduciary-duty requirements, conflict-of-interest and recusal requirements, and nonprofit counsel review. The precise legal mechanism remains pending and is not established by this appendix.

Employment supervision proceeds through the authorized executive-management structure under written Board delegation, not separately through individual directors. Board membership does not itself create admissions, discharge, clinical, disciplinary, supervisory, or urgent-action authority.

Confirm written operational delegation, acting-manager arrangements, admissions/discharge authority, urgent-action authority, appeals, executive-session procedures, conflict and recusal safeguards, and clinical/privacy boundaries before implementation.

Shift Coverage and Opening Scope. Confirm the first-cohort limit, seven-day service standard, after-hours arrangement, leave relief and admission-growth gates. Validate whether the proposed two-person initial grounds crew is practical.

Compensation Basis. Set hours/status for each role, especially Sous Chef, Kitchen Support and property labor; reconcile pay with duties, the Plan's wage reference, market evidence and legal requirements. Approve Secretary pay, Bookkeeper fee and other identified gaps separately.

Padre Qualifications and Clinical Capacity. Confirm the acceptable chaplain certification, credential standard for clinical duties, limits of combined roles, clinical backup and confidentiality protections before final adoption.

Resident Participation. Approve the activity-classification process, Covenant expectations, accommodations and boundaries between communal contribution, training, volunteering and paid work. Reconcile with Appendix D.

Financial Authority and Cost Ownership. The Founder has designated v1.7 as the sole current controlling workbook. Future financial errors or proposed assumption changes must follow the controlling financial revision process. Parent, pre-opening, campus and enterprise cost allocations remain subject to appropriate organizational and professional review without duplication.

Professional validation responsibilities

Reviewer	Required review output
Texas nonprofit / housing counsel	Entity/employer and delegated authority; governance conflicts; Board/staff roles; residency/discipline and privacy framework.
Employment counsel	Actual job classification, wages/overtime, on-call and live-in arrangements, resident labor, volunteers/apprentices, hiring and accommodation policy.
CPA / payroll professional	Salary-to-hours reconciliation; itemized burden; contract/employee costs; payroll controls; cost-center allocations and full funded ramp.
Insurance / risk adviser	Staff/resident/volunteer injury coverage; professional, premises, vehicle and enterprise risks; after-hours and safeguarding requirements.
Licensed clinical professionals	LPC scope and capacity; combined-role ethics; confidentiality, crisis/backup arrangements, referral interfaces and clinical supervision.
Food / facilities / technical specialists	Food-service staffing and credentials; safe facilities and regulated systems; training, permits, maintenance and emergency capability.

Adoption and implementation record

The authorized governing body should adopt the final structure only after documented organizational decisions, professional review, a funded staffing schedule and operational readiness assessment. Final job offers and contracts must specify actual employer, title, duties, supervisor, hours/status, compensation, benefits, work location, required credentials and effective date. Record conflicts and recusals for compensation approval.

Maintain one controlled roster and delegation register linking each person to an approved position, budget line, credential record, training record, acting cover and review date. Review staffing against resident needs, incidents, workload and finances as each cohort grows. Amend authority or budget through the designated approval process; military-style titles do not supply missing authority.

Document control: Version v1.4; reader-facing planning/support document dated September 6, 2026 and aligned to v1.7.

Founder-approved planning direction requires the three senior on-station positions to be held by three separate qualified Veterans before resident operations and intends the individuals serving in those offices to serve as voting members of the parent governing Board within the seven Veteran seats while CFVV operates within the parent organization. If CFVV later receives a separate governing structure, the office-linked Board positions are intended to transition to the CFVV governing Board. Final legal implementation remains subject to the organizational structure, governing documents, Board action, fiduciary and conflict requirements, and nonprofit counsel review.

Employment supervision proceeds through the authorized executive-management structure under written Board delegation. Board service remains distinct from operational authority. Delegated

authority, lawful director seating, conflict procedures, clinical/privacy safeguards and other professional validations remain pending; formal organizational adoption has not occurred.

This appendix is not, by itself, adopted bylaws, an operating policy, a final professional determination, a legal, tax or accounting conclusion, or a final Board-approved implementation directive.

Document revision log

Revision	Date	Status / approval	Summary of change	Principal controlling sources
v1.0	2026-09-03	Issued planning document - organizational adoption and legal, employment, clinical, payroll, insurance, and operational validation pending	Initial controlled issue following package synchronization; staffing and payroll planning unchanged.	Prospectus v2.2; approved command/staffing sources; v1.7 workbook
v1.1	2026-09-03	Revised planning document; legal adoption and professional review pending	Governance handoff: three senior leaders intended as voting directors within the seven Veteran seats; safeguards clarified. Staffing and finances unchanged.	Prospectus v2.2; governance handoff; v1.7 workbook
v1.2	2026-09-04	Proposed controlled successor - pending Founder acceptance; legal adoption and professional review pending	Post-audit synchronization: three separate senior leaders before resident operations; Board eligibility made conditional rather than automatic; employment reporting routed through executive management; future separate-entity governance left for formal determination. Staffing and finances unchanged.	Overall Movement Plan v1.1; Founder-approved RI-01 Stage 2 authorization; Prospectus v2.3; v1.7 workbook
v1.3	2026-09-06	Issued reader-facing planning document — formal adoption and professional validation pending	Removed internal drafting, audit and reconciliation provenance and converted internal control language to reader-facing form; no intended change to the approved command, staffing, compensation, financial or governance planning basis.	Appendix C v1.2 approved cleanup findings; Prospectus v2.3; Overall Movement Plan v1.1; v1.7 workbook
v1.4	2026-09-06	Issued reader-facing planning document — formal adoption and professional validation pending	Narrow Founder-approved governance synchronization implementing transitional Board participation for the three designated senior CFVV operational officers; no change to staffing, compensation, reporting relationships, or the nine-seat parent Board framework.	Founder-approved C/D Governance Synchronization Review; Appendix C v1.3