

# **GUIDELINES FOR REGIONAL CONSTRUCTION GROUPS**

October 2025

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## OVERVIEW

1. These guidelines outline basic standards for identifying and maintaining regional Construction Groups and staff. The objectives of regional Construction Groups are listed below.

- **Greater efficiency in the use of LDC volunteers:** Permanent trade teams will result in workers who are thoroughly trained and carry their knowledge and experience from project to project. (Eph. 5:16) Permanent project construction coordinators and safety coordinators, under the general oversight of the Construction Group overseer, will lead to similar efficiencies. This will contribute to better overlapping of trades and enable more volunteers to work effectively on-site at any one time.
- **Better attention to safety:** Since permanent trade teams can be thoroughly trained and carry their knowledge and experience from project to project, a more consistent application of safety standards should be present in both major and minor work.
- **Closer working relationships:** Closer working relationships can develop among all in the region as they plan and execute projects together. This should lead to simplification and greater efficiencies.
- **Increased stability for Construction Groups:** Improved stability may be achieved since all will work in a set geographic location.
- **More thorough training:** Young LDC volunteers will be assigned to permanent trade teams.
- **Additional opportunities for advanced training and evaluation of LDC volunteers:** These volunteers can be trained to assist with complex activities on an ongoing basis before inviting them on a more permanent basis.

2. The information in these guidelines is supplemented by the following documents:

- Memo: DCB:DCV June 23, 2023, "Handling Adjustments to LDC Work Assignments"
- Job descriptions:
  - Construction Group
  - Personnel Contact
  - Safety Coordinator Contact
- *Construction Group Organizational Chart*
- Addendum to *Shepherd the Flock of God (sfla)*, "LDC—Organizing Local Design/Construction (LDC) Volunteers," paragraph 42

## CONSTRUCTION GROUP STAFF

### TRADE TEAMS

3. A trade team is a preassigned group of volunteers organized in advance to complete the work of one or more building trades for construction projects within an LDC region. Each Construction Group should have only one allocation of standard trade teams. The eight standard trade teams assigned to each Construction Group are:

interiors, exteriors, mechanical, electrical, plumbing, structural, sitework, and site support. (See [Appendix C](#).) The organizational structure is based on the principles found in Ex. 18:17, 21, which ensure that project oversight will not "wear out."

4. A trade team cares for administrative matters and is comprised of a trade team overseer, assistant trade team overseer(s), and support staff. As noted in the job descriptions, these roles focus primarily on activities prior to construction. Their support through the development and planning phases of the work enables a smooth handoff to project oversight for implementation by the trade crews. A monthly trade team meeting organized by the Construction Group overseer will provide an opportunity for continuing education and promote good communication and follow-through.—See [Appendix B](#).

5. [Figure 1](#) includes the ratio of trade team volunteers *generally* assigned to a project event. Some trades (e.g., landscaping) may have an increased ratio of unskilled volunteers. However, there should be a sufficient ratio of expert/skilled and semi-skilled volunteers to provide training and oversee the volunteers performing work. The Construction Group overseer will work with congregation volunteer contacts to utilize local congregation volunteers with assigned trade crews while working on their Kingdom Hall. Local congregation volunteers should be utilized in harmony with organizational safety policies. They should not be used for work that requires the completion of branch-developed safety training, such as fall protection and electrical safety training.—See *Construction Planning Guide for Congregations > Congregation Volunteer Contact*.

OVERSIGHT	EXAMPLE
Trade team overseer Assistant trade team overseer #1 Assistant trade team overseer #2  Trade crew overseer Assistant trade crew overseer	Plumbing rough-in crew <i>Work Assignment Sheet</i> request: 20 volunteers with specific names  Trade crew overseer <b>selects</b> and the trade team support <b>invites</b> : (2) Crew overseer and assistant 20 volunteers <div style="margin-left: 20px;">             (9) Expert/Skilled              (7) Semi-skilled              (2) Helper/Unskilled              (2) Cong. Volunteers           </div>
VOLUNTEER RATIOS	
45% Expert/Skilled	35% Semi-skilled
20% Helper/Unskilled/ Local Cong. Volunteers	

Figure 1

## TRADE CREWS

6. A trade team includes multiple trade crews. A trade crew is comprised of the trade crew overseer, assistant crew overseer(s), and supporting crew members. Typically, only one crew should be created per "Trade Crew" listed in Appendix E. Any unique circumstances requiring an exception should be discussed with the Construction Group Coordination Desk contact prior to implementation. (See paragraphs 16 and 17) The primary responsibility of trade crew overseers is organizing on-site activities for their trade. This includes coordinating and training volunteers while also having a full share in performing the work assigned to the crew. However, they must also engage in preconstruction tasks (e.g., developing content for a *Job Hazard Analysis [JHA]*, reviewing and editing project materials lists). Because of this workload, though he may work with other crews, a brother should typically be an overseer or assistant of only one crew. Construction Group overseers may make an exception in rare instances where they deem it necessary.

7. Trade crews include a combination of skilled tradesmen, semi-skilled tradesmen, helpers, and unskilled volunteers according to each volunteer's Builder Assistant skill level.—See [Figure 2](#) and *Builder Assistant Tips*, "Assessments: Recording Skill Assessments."

Use the scale below for proficiency:

RATING	LABEL	DESCRIPTION
1	Unskilled	Limited skill, knowledge, or experience in this trade.
2	Helper	Some experience but requires supervision, needs more training.
3	Semi-skilled	A skilled helper, can perform specific support tasks skillfully. Requires some supervision.
4	Skilled	A skilled worker, journeyman level. Requires no supervision.
5	Expert	Has extensive knowledge and experience, and can effectively teach this trade to others.

Figure 2

8. The minimum required trade crews and their designations are listed in [Appendix D](#). The need for additional trade crews and their types should be based on recurring work scheduled in a region.

9. A sufficient number of expert and skilled volunteers should be included in the crew roster so that a typical Kingdom Hall project can be supported. When insufficient volunteers are available to form a trade crew, project overseers may determine to hire contractors or address the need using an alternate method until a corresponding trade crew can be formed.—See *Design/Construction Guidelines (dcg)* chapter 4, paragraphs 5, 9, and 13.

## DIGITAL TOOLS

10. Access to digital tools utilized by the Construction Group will enhance collaboration and communication. [Figure 3](#) details the permissions granted to trade team overseers and assistants and trade crew overseers and assistants upon their appointment.

PLATFORM	DETAIL	TRADE TEAM OVERSEER/ ASSISTANT	TRADE CREW OVERSEER/ ASSISTANT
<i>Microsoft 365 (SharePoint)</i>	Locations > Project folders (upload and download files)	✓	✓
	Locations > Materials Library	✓	✓
	Quality Assurance	✓	✓
	Safety > Resources	✓	✓
<i>Power BI</i>	Project Management > Branch-Wide Schedule	✓	
<i>Builder Assistant</i>	Project level permissions	✓	✓
<i>JW Hub</i>	Construction Group domain	✓	
	Project tasks and LDC Document Library	✓	✓

Figure 3

11. Understandably, not all Construction Group-related volunteers may be familiar with or comfortable using organizationally provided digital tools. Therefore, regions may benefit from identifying specific individuals that users may contact for assistance. Recommendations for the roles of those who may be assigned include:

- Bluebeam: Design coordinator support
- Builder Assistant: Personnel contact support
- JW Hub project tasks: Scheduler
- Microsoft 365: Construction Group support

## PROJECT SCHEDULING AND PERSONNEL PLANNING

12. The modest allocation of trade crews will be enhanced through schedules created for LDC projects. Individual project schedules can then be consolidated into a schedule for each Construction Group. The scheduler assigned to the Construction Group will assist with maintenance, updates, and consultation related to project schedules.
13. Immediately following the Project Startup meeting, an initial construction schedule should be created in the JW Hub project, adding tasks for each needed crew. The conceptual estimate and related scope of work (SOW) provide an initial framework for this schedule. The workforce section for each task should be completed with volunteer totals and the dates the crew will be needed. The information should be updated as the project progresses, becoming increasingly accurate as construction nears.—See [Appendix F](#).
14. All volunteers for construction projects should be invited and checked in using Builder Assistant, with invitations sent as far in advance as possible. This should be done regardless of the project category or the type of facility involved. Additionally, the Construction Group overseer and personnel contact should regularly review the schedule for trade crew volunteers, identifying volunteer scheduling issues as early as possible.
15. Scheduling conflicts with personnel should be referred to the Construction Group overseer. The Construction Group overseer will then discuss possible options with the affected field representative, Assembly Hall overseer, facility overseer, or Disaster Relief Committee representative to determine an agreeable solution. When there are potential impacts to the Branch-Wide Schedule or to a disaster relief schedule, the corresponding Construction Group Desk should be consulted.
16. Where projected staffing needs in the region are greater than current staffing numbers, consideration should be given to adding volunteers to the corresponding trade crew. Where a local trade crew cannot fill personnel needs, the **personnel contact** may look outside the region and progressively search for **temporary** personnel to fill the need. Searches and requests for personnel in other regions should then be coordinated with that region's **personnel contact** and applicable overseer.—See *Use of LDC Volunteers Requiring Housing*.

17. When a trade crew is well-staffed and personnel requests allow for it, an assistant trade crew overseer may be assigned to oversee the work on a specific project in a way similar to a trade crew overseer. Utilizing an assistant trade crew overseer in this way enables training and allows for flexibility when multiple projects require the same trade crew to care for work simultaneously. However, contractors may be hired to address the need in a timely way when personnel resources are unavailable locally or in nearby regions.—See *Design/Construction Guidelines (dcg)* chapter 4, paragraphs 5, 9, and 13.

## ONGOING MAINTENANCE OF TRADE TEAM ROSTERS

18. Likely, there will be an almost continuous need for roster adjustments due to changes in the status of existing volunteers. Therefore, personnel contacts should proactively prepare a list of volunteers, including local volunteers from previous projects with approved A-2 applications, who have the potential to fill available slots when needed. Potential volunteers should be added to groups within the construction group's Builder Assistant project. A consistent naming convention should be used for the potential volunteer groups, which consist of the POTENTIAL "TRADE TEAM NAME" – "TRADE NAME" (e.g., POTENTIAL INTERIORS – PAINT).
19. The personnel contact will meet regularly with the Construction Group overseer to review volunteer location, use, availability, and qualifications. They may use "My Schedule" to show dates that volunteers are not available, as well as filters to look at "Volunteer Use" and "Commitments and Availability." If existing volunteers are already heavily used, the personnel contact works with the Construction Group overseer and the trade team overseer to add volunteers if possible. Other options may be considered in harmony with the above paragraph.
20. **Trade Team Overseer and Assistant:** A roster for all trade team overseers and assistants is maintained in Hub LDC Entities through the process outlined in paragraphs 41a and 42.
21. **Trade Crew Overseer and Assistants:** The trade crew overseer and assistant(s) should be added to the appropriate project role within the Construction Group's Builder Assistant project (e.g., LDC CG ##.## - Construction

Group). The personnel contact maintains the roles as trade crew overseers and assistants are selected or discontinue their assignments.

22. Additionally, a roster for all trade crew overseers and assistants is maintained in HuB LDC Entities through the process outlined in paragraphs 41b and 42.

23. **Trade Crews:** Volunteers identified to serve with a trade crew will be placed into Builder Assistant groups by the personnel contact and should be recorded within the Construction Group's Builder Assistant project (e.g., LDC CG ##.## - Construction Group). Each volunteer should be assigned a role within the trade crew group. The Builder Assistant roles corresponding to the trade crew roles are found in [Figure 4](#). A consistent naming convention should be used for all trade crew groups, which consists of the "TRADE TEAM NAME – TRADE NAME" (e.g., INTERIORS – PAINT). Trade crew members are then assigned to a group based on skillset, skill level, availability, and typical project event needs for each trade crew. A sample Builder Assistant group with assigned roles can be seen in [Figure 5](#).

BUILDER ASSISTANT TRADE CREW ROLE	BUILDER ASSISTANT GROUP ROLE
<i>Trade crew overseer</i>	Overseer
<i>Assistant trade crew overseer</i>	Assistant
<i>Expert/skilled</i>	Skilled
<i>Semi-skilled, helper, trainee</i>	Helper

Figure 4

#### SAMPLE BUILDER ASSISTANT GROUP WITH ROLES

Name	Roles
Aramburo Moreno, Délouis	Overseer
Asjoekoenti, Izahel	Assistant
Assanov, Hilbrand Sr.	Skilled
Badders, Padelis	Helper

Figure 5

#### REGIONAL PROJECT CONSTRUCTION COORDINATOR AND CONSTRUCTION GROUP SUPPORT

24. Project construction coordinator and Construction Group support are existing Construction Group roles. These roles may now be requested with a construction commuter (BCC) enrollment as outlined below.

25. Each Construction Group should have at least two enrolled regional project construction coordinators, assisted by their mate, who will serve as Construction Group support. One enrolled couple should be earmarked for disaster relief. Additional project construction coordinator and Construction Group support couples may be requested when there is sufficient work to warrant it. Generally, those used for Construction Group support would be available on a continuous basis, multiple days during the week to support projects.

26. Only one project construction coordinator is assigned to an LDC-managed project. However, others may be temporarily assigned based on circumstances. This may include the coordination of projects running concurrently or supporting the Construction Group when assigned personnel are on vacation or are temporarily providing training.

#### ESTIMATORS AND SCHEDULERS

27. An estimator and scheduler should be assigned to each Construction Group. The estimators and schedulers should be proactive in identifying and communicating estimating and scheduling inconsistencies to the

Construction Group overseer so they may be addressed in a timely manner. An estimator or scheduler will be earmarked to support minor disaster relief events as a project office coordinator in each region.

### **REGULATORY CONSULTANT**

28. A minimum of one regulatory consultant should be assigned to each Construction Group. Depending on the need and volunteer availability, additional regulatory staff may be assigned to a region.

### **SAFETY COORDINATOR AND CONTACT**

29. A safety coordinator contact is responsible for coordinating, scheduling, and training the safety coordinators that support Construction Group projects. This role serves as the primary contact for the Construction Group overseer to identify and schedule safety coordinators for upcoming projects. (See Safety Coordinator and Contact job description)

30. A pool of safety coordinators will be identified in each region that are specified for support of major projects. The size of the pool should be based on what best serves the needs of the Construction Group and allows for a regular but balanced use of the safety coordinators. A minimum of one safety coordinator should be assigned to each project, however more than one may be needed to cover a project of longer duration.

31. The Construction Group overseer, safety coordinator contact, and Safety Desk should communicate when it is necessary to depart or transfer a safety coordinator from their role.

## **STAFFING THE CONSTRUCTION GROUP**

32. The staffing process outlined below is typical for identifying, interviewing, selecting, and assigning volunteers who work directly under the oversight of the Construction Group. New volunteers are assigned using existing processes for each corresponding role and enrollment unless otherwise indicated. [Appendix A](#) provides a list of all roles overseen by the Construction Group and indicates who is responsible for each step in the staffing process.

### **IMPORTANT STAFFING PRINCIPLES**

33. It is preferable for volunteers to work within the region their congregation is assigned.

34. The number of personnel resources assigned to a Construction Group should be limited to what is sufficient to care for the workload within that area.

35. Personnel should be utilized to fully care for the work described in their job description.

### **STAFFING PROCESS**

36. **Prospective List:** Volunteers in various roles work with the Construction Group overseer to maintain a list of prospective Construction Group staff. Others, such as an Assembly Hall overseer, field representative, zone overseer, or those in the Project Management & Construction Office section may be consulted for recommendations if needed. Those recommended should meet the qualifications outlined in the corresponding job description. Whenever possible, those being considered should have received a positive oversight assessment for work on Kingdom Hall-level projects. If the volunteer has an ongoing assignment, the process outlined in the memo DCB:DCV June 23, 2023, "Handling Adjustments to LDC Work Assignments," should be reviewed before communicating with the volunteer.

37. For roles that could have a Bethel enrollment, it is beneficial to have a large pool of prospective volunteers to choose from with an active *Application for Volunteer Program* (A-19) on file.

38. Consideration should be given to any legal requirements, such as licenses and certifications for applicable roles. The regulatory consultant should be contacted to verify that legal requirements can be met by prospective personnel. This is important to show we are in subjection to the superior authorities, to limit liability, and to consistently train properly.—See *Project Trade License Holder*, *Project Regulatory Planning Meeting Agenda*, and *Project Regulatory License Holder and PTO Meeting Agenda*.

**39. Selection Process:** Interviews should be conducted with potential volunteers when there is a vacancy in Construction Group staff. These may be held in-person or via video conference. During the interview, clearly explain the qualifications and responsibilities of the role. Determine the volunteer's availability and viewpoint of the role requirements. Throughout the interview, make sure not to infer that an assignment is being made.

40. The final selection of Construction Group staff should be made by the responsible party(ies) outlined in [Appendix A](#) prior to initiating the steps in the subheading "Onboarding."

#### 41. Onboarding:

- Volunteers with a BCC or BCV enrollment: Following the selection of a prospective volunteer, the Construction Group overseer should submit an enrollment request using the "Project Management & Construction Personnel Req" incident preset. Once the request is approved, LDC Support will schedule an acceptance meeting with the volunteer. The purpose of this meeting is to verify availability and willingness to accept the assignment. Additional information—such as assigned Construction Group and orientation details—is also provided. The results of the acceptance meeting should be recorded in the HuB request incident.—See Figure 6.

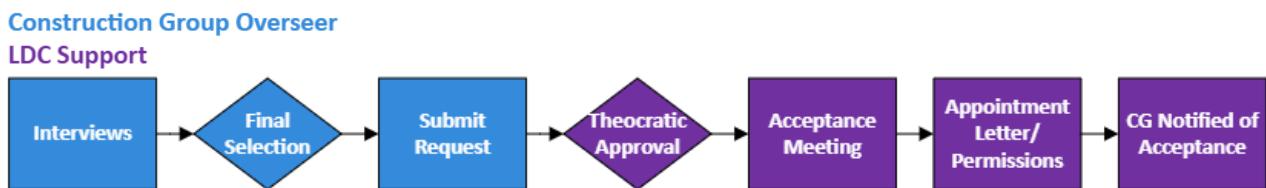


Figure 6

- Volunteers with an appointment (trade team overseer/assistant): Following the selection of a prospective volunteer, the Construction Group overseer should submit an appointment request using the "Project Management & Construction Personnel Req" incident preset. Once verified, an acceptance meeting should be scheduled to confirm the volunteer's availability and willingness to accept the assignment. Additional information, such as Construction Group personnel and upcoming communication, is provided during the meeting. The results of the acceptance meeting should be recorded in the HuB request incident.—See Figure 7.

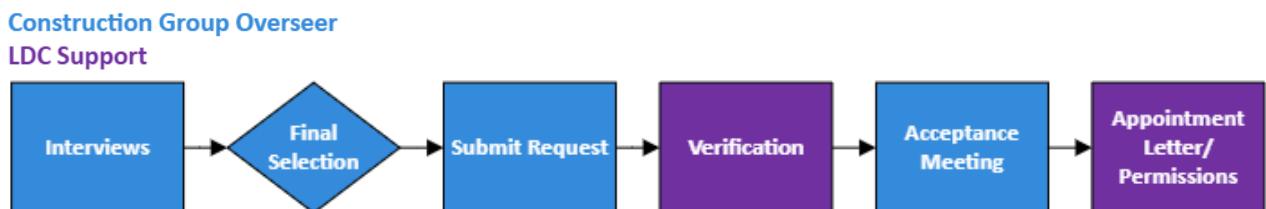


Figure 7

- Local event volunteers: Each volunteer should verify their understanding of the role and confirm their availability and willingness to accept the assignment. If a brother is married, his wife should be asked if she is willing to serve formally in a support role wherever the corresponding job description makes provision for this. Following the acceptance meeting, a member of the Construction Group should submit a personnel request using the "LDC Volunteer Request" incident preset. —See Figure 8.



Figure 8

42. For all departures or assignment adjustments, good communication between affected parties is needed. The Construction Group overseer should promptly submit the appropriate incident preset in HuB and immediately begin the process for filling the vacant role.

43. **Training:** As part of the onboarding process, trade team overseers, trade crew overseers, and their assistants will be scheduled for required safety training. Role-based training will be provided as outlined in [Appendix A](#).—See the *Safety Training Matrix* and *Reminders on Keeping Spirituality to the Fore*.

## INITIAL IMPLEMENTATION

44. As outlined below, brothers working with the LDC Office, along with brothers in each region, are assigned to serve as primary points of contact for the initial implementation of the regional Construction Groups initiative.

- **Region:** The Construction Group overseer serves as the primary point of contact for the applicable region. He is responsible for monitoring the region's implementation schedule, verifying the completion of related tasks, and conducting monthly meetings with applicable staff. Soon after all staff have been onboarded, a region orientation meeting should be held to introduce all of those working with the Construction Group and to briefly review each role and how they work together.—See [Appendix B](#).
- **LDC Office:** The Project Management & Construction section directs the overall implementation within the United States branch territory. The Construction Group Coordination Desk, assisted by the Support section, will monitor the implementation for each region. All phases of this initiative should be complete by **October 1, 2025**.

## PHASE 1 | PLAN OF ACTION

45. The overall process of implementing regional Construction Groups involves developing a plan of action and filling all vacancies in staff overseen by the Construction Group. A basic schedule with key milestones for implementing regionalization can be found in JW Hub Tasks. An explanation of each phase is briefly reviewed in these guidelines.

### PLAN OF ACTION

46. The Construction Group overseer should develop a Plan of Action to complete the initial regionalization by **October 1, 2025**. The LDC Office will provide a template schedule in JW Hub Tasks to assist. While subtasks may be added to the template schedule, the names of primary tasks should not be adjusted.—See [Figure 9](#).

Task Name	...	Status	%	Days	Start Date	End Date
📁 CG 102	...	🟡	0	1	5/16/23	5/16/23
Phase 1   Plan of Action	...	🟡	0	1	5/16/23	5/16/23
Phase 2   Construction Group Staff	...	🟡	0	1	5/16/23	5/16/23

Figure 9

- a. Between the 1<sup>st</sup> and 7<sup>th</sup> of each month, the percentages of completion for each task listed in [Figure 1](#) should be updated by the Construction Group overseer. Properly maintaining the JW Hub schedule is essential for providing an accurate report to LDC oversight and the Branch Committee.

**Note:** The percentages in each task in [Figure 1](#) must be updated manually to reflect progress accurately including the CG ### task.

47. Once the implementation schedule has been created, the Construction Group overseer should schedule a Region Plan of Action Kickoff Meeting to review the implementation schedule and the task assignments. Thereafter, monthly meetings should be held to discuss progress, challenges, and solutions.—See [Appendix B](#).

## PHASE 2 | CONSTRUCTION GROUP STAFF

48. Phase 2 includes identifying, interviewing, selecting, and appointing volunteers to fill the various roles overseen by the Construction Group, using the information and staffing processes described in these guidelines.—See paragraphs 38-41.

## APPENDIX A: STAFFING—TABLE OF RESPONSIBILITIES

ROLE	ENROLLMENT OR LOCAL EVENT VOLUNTEER	PROVIDES PROSPECTIVE LIST	SELECTION PROCESS: INTERVIEWS	SELECTION PROCESS: FINAL SELECTION	ONBOARDS	TRAIN(S) (ROLE-BASED ORIENTATION)
<i>Regional project construction coordinator</i>	BCC or BCV	Construction Group overseer, personnel contact	Construction Group overseer or assistant	Construction Group overseer	Personnel Desk	Construction Group overseer
<i>Regional Construction Group support</i>	BCC or BCV	Construction Group overseer, personnel contact	Construction Group overseer or assistant	Construction Group overseer	Personnel Desk	Construction Group overseer
<i>Trade team overseer and assistant</i>	local event volunteer with appointment letter	Construction Group overseer, personnel contact	Construction Group overseer or assistant	Construction Group overseer	Construction Group overseer or assistant	Construction Group overseer
<i>Trade crew overseer and assistant</i>	local event volunteer	trade team overseer, personnel contact	Construction Group overseer or assistant, or trade team overseer	Construction Group overseer or assistant	Construction Group overseer or assistant, or trade team overseer	trade team overseer and assistant
<i>Trade crew members</i>	local event volunteer	trade team overseer, trade crew overseer, personnel contact	trade team overseer or assistant, trade crew overseer or assistant	trade crew overseer	N/A	trade crew overseer
<i>Estimator</i>	BCC	project coordination contact	project coordination contact	project coordination contact and Construction Group overseer	Personnel Desk	project coordination contact
<i>Scheduler</i>	local event volunteer	project coordination contact	project coordination contact	project coordination contact and Construction Group overseer	Project Coordination Contact and Construction Group overseer	project coordination contact
<i>Regulatory consultant</i>	local event volunteer	regulatory contact	regulatory contact	regulatory contact and Construction Group overseer	regulatory contact and Construction Group overseer	regulatory contact
<i>Safety coordinator</i>	local event volunteer, BCC, or BCV	safety coordinator contact	safety coordinator contact	safety coordinator contact, Safety Desk contact	<b>LEV</b> = safety coordinator contact  <b>BCC/BCV</b> = Personnel Desk	Safety Desk contact and safety coordinator contact

## APPENDIX B: MEETING DETAILS

### REGION PLAN OF ACTION KICKOFF MEETING

<i>Objective</i>	During the first meeting, review of <i>Guidelines for Regional Construction Groups</i> and other documentation. Review task assignments and regionalization schedule. Discuss progress, challenges, and solutions. Update the status of current tasks and plan for any starting in the next few weeks.
<i>Length</i>	To be determined locally
<i>Chairman</i>	Construction Group overseer
<i>Logistical support</i>	Determined by Construction Group overseer
<i>Frequency</i>	Monthly until October 1, 2025
<i>Required attendees</i>	Construction Group overseer, personnel contact and support, meeting logistical support
<i>Optional attendees</i>	Field representative and support, field representative administrative assistants and support (others as needed)
<i>Location of meeting agenda and minutes</i>	Determined by Construction Group overseer

### MONTHLY TRADE TEAM MEETING

<i>Objective</i>	Provide training, review progress on project tasks, provide project updates
<i>Length</i>	30-60 minutes
<i>Chairman</i>	Primary: Construction Group overseer Backup: Construction Group assistant overseer
<i>Logistical support</i>	Primary: determined by Construction Group overseer Backup: determined by Construction Group overseer
<i>Frequency</i>	Monthly (more frequently as needed)
<i>Required attendees</i>	Construction Group overseer, Construction Group assistant overseer, trade team overseers, trade team assistant overseers and trade team support, meeting logistical support
<i>Optional attendees</i>	Other Construction Group members
<i>Location of meeting agenda and minutes</i>	Determined by Construction Group overseer

### REGION ORIENTATION

<i>Objective</i>	Initial orientation after all Construction Group staff have been selected. Introductions and a brief explanation of how each role can contribute towards the success of the Construction Group.
<i>Length</i>	30 minutes
<i>Chairman</i>	Construction Group overseer
<i>Logistical support</i>	Determined by Construction Group overseer
<i>Frequency</i>	Once per region

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<i>Required attendees</i>	Construction Group, trade team overseers, trade team assistant overseers, trade team support, personnel contact, scheduler, estimator, safety coordinators and support, and regulatory consultant
<i>Optional attendees</i>	Field representative and support, field representative administrative assistants and support (others as needed)
<i>Location of meeting agenda and minutes</i>	Determined by Construction Group overseer

## APPENDIX C: CONSTRUCTION GROUP ORGANIZATION CHART

49. Figure 10 represents the Construction Group organization structure. **Note:** Safety coordinators and congregation contacts are assigned on a project-by-project basis.

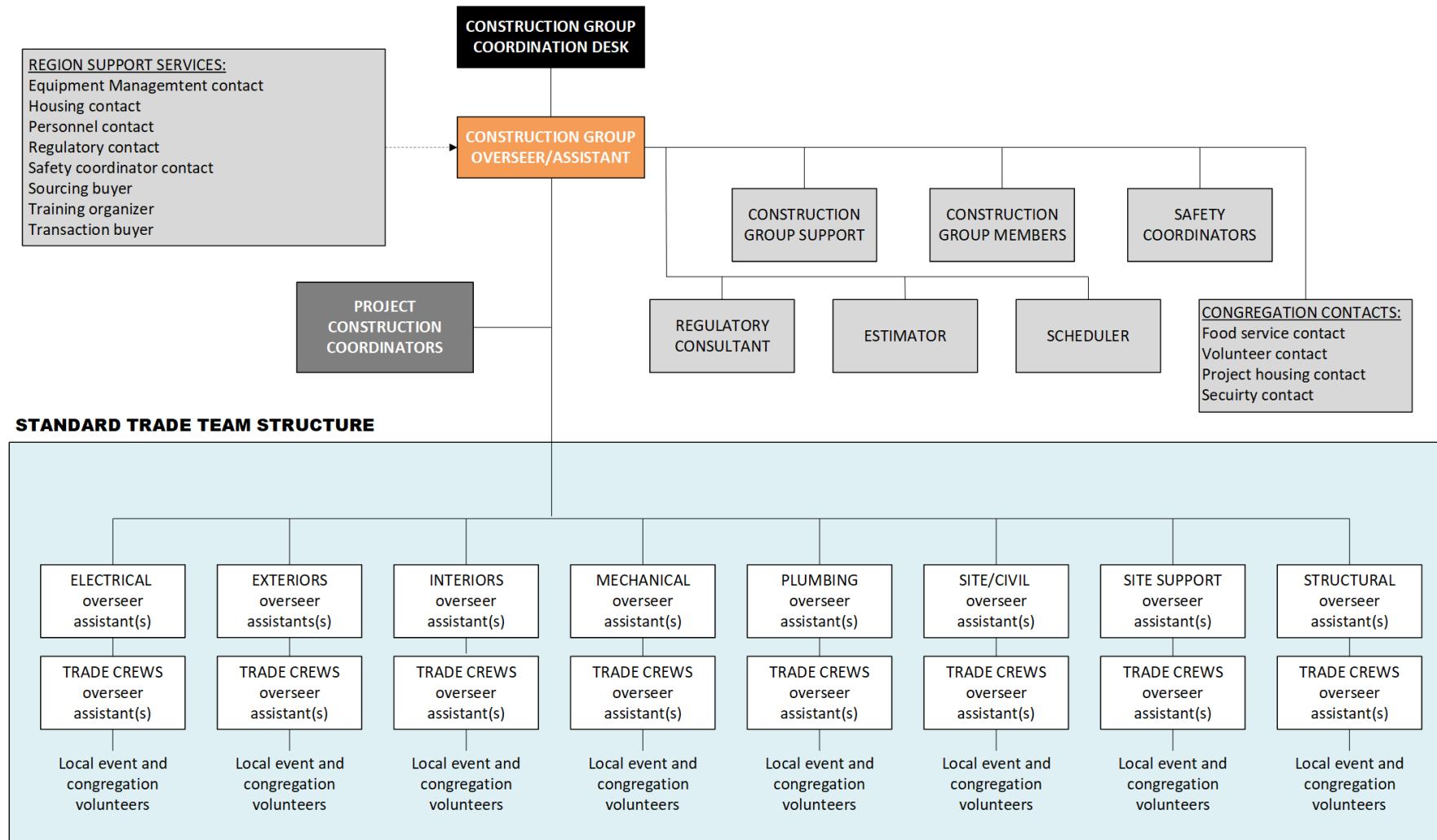


Figure 10

## APPENDIX D: TRADE TEAM AND CREW DISTRIBUTION

50. [Figure 11](#) contains a distribution of required and optional trade crews for each trade team. Those listed may be created by the Construction Group overseer without additional approval. Deviations from those listed are permitted in rare instances but require preapproval. The Construction Group overseer should submit these requests to InboxLDCProjMgmt.US and include an explanation of the need.

	<b>ELECTRICAL</b>	<b>EXTERIORS</b>	<b>INTERIORS</b>	<b>MECHANICAL</b>	<b>PLUMBING</b>	<b>SITE/CIVIL</b>	<b>SITE SUPPORT</b>	<b>STRUCTURAL</b>
<b>Required</b>	Audio & video Electrical commissioning Electrical finish Electrical low-voltage Electrical rough-in Electrical utilities	Exterior specialties Roofing Scaffolding Windows	Carpet Doors Drywall Finish carpentry Interior specialties Paint Suspended ceiling Tile Toilet partitions	HVAC commissioning HVAC finish HVAC rough-in	Plumbing finish Plumbing rough-in Plumbing utilities	Earthwork Landscaping Tree clearing	Equipment & vehicle maintenance Project support Trucking	Demolition Framing Insulation Remediation
<b>Optional</b>		Masonry Siding Stucco/EIFS		Elevator	Fire sprinkler	Asphalt coating Asphalt pavement Concrete Fence Pavement striping Septic		Rigging

Figure 11

## APPENDIX E: TRADE CREW DETAILS

51. The table below includes details for each trade crew, listed alphabetically by trade team and requirement type. A scope of work summary is included to assist with primary and additional skill selection for the estimated workforce.

<b>TRADE TEAM</b>	<b>TYPE</b>	<b>TRADE CREW</b>	<b>SCOPE OF WORK SUMMARY</b>
Electrical	Required	Audio & video	<ul style="list-style-type: none"> <li>Installation and commissioning of the audio/video system and any computer equipment</li> </ul>
Electrical	Required	Electrical commissioning	<ul style="list-style-type: none"> <li>Commissioning of the electrical system, equipment, and appliances</li> <li>Excludes commissioning of the audio/video system and any computer equipment (see Audio &amp; video trade crew)</li> </ul>
Electrical	Required	Electrical finish	<ul style="list-style-type: none"> <li>Installation of outlets, switches, light fixtures, and appliances</li> <li>Also includes site lighting fixtures</li> <li>Excludes commissioning (see Electrical commissioning and Audio &amp; video trade crews)</li> </ul>
Electrical	Required	Electrical low-voltage	<ul style="list-style-type: none"> <li>Installation of systems and equipment for data, fire detection, fire alarm, security, and telephone</li> </ul>
Electrical	Required	Electrical rough-in	<ul style="list-style-type: none"> <li>Installation of above grade conduit, raceways, ducts, cable trays, and wiring within building structures</li> </ul>
Electrical	Required	Electrical utilities	<ul style="list-style-type: none"> <li>Installation of underground and under slab electrical related items</li> <li>Includes: <ul style="list-style-type: none"> <li>Electrical site service connection</li> <li>Building service entrance</li> <li>Rough-in for site lighting</li> <li>Solar systems</li> <li>Vehicle chargers</li> </ul> </li> </ul>
Exteriors	Required	Exterior specialties	<ul style="list-style-type: none"> <li>Installation of parking, monument, building exterior, and other exterior signage</li> <li>Includes: <ul style="list-style-type: none"> <li>Metal handrails and other exterior metalwork</li> <li>Mailbox</li> </ul> </li> </ul>

Exteriors	Required	Roofing	<ul style="list-style-type: none"> <li>• Installation of roofing system components</li> <li>• Includes:           <ul style="list-style-type: none"> <li>○ Substrate boards, insulation, vapor retarder, air/moisture barrier, expansion joints, flashing and trim, copings, and gravel stops</li> <li>○ Cupolas, curbs, vents, and snow guards</li> <li>○ Fixed roof ladders</li> <li>○ Permanent fall protection devices</li> <li>○ All operable and non-operable roof windows, skylights, roof hatches, and smoke vents</li> </ul> </li> <li>• Excludes roof decking or sheathing unless it is comprised as part of a roofing system (see Framing trade crew)</li> </ul>
Exteriors	Required	Scaffolding	<ul style="list-style-type: none"> <li>• On-site erecting, dismantling, and moving of scaffolding</li> </ul>
Exteriors	Optional	Siding	<ul style="list-style-type: none"> <li>• Installation of siding, soffit, exterior ceilings, fascia, gutters</li> </ul>
Exteriors	Optional	Stucco/EIFS	<ul style="list-style-type: none"> <li>• Installation of cementitious and synthetic stucco veneer systems; exterior insulation and finish system (EIFS)</li> <li>• Includes system related:           <ul style="list-style-type: none"> <li>○ Insulation board</li> <li>○ Wall membranes</li> <li>○ Cement board substrate</li> <li>○ Reinforcing mesh</li> </ul> </li> </ul>
Exteriors	Required	Windows	<ul style="list-style-type: none"> <li>• Installation of interior and exterior windows</li> <li>• Includes:           <ul style="list-style-type: none"> <li>○ Glazing, operating hardware, screens, accessories</li> </ul> </li> <li>• Excludes building storefront and storefront wall systems</li> </ul>
Exteriors	Optional	Masonry	<ul style="list-style-type: none"> <li>• Installation of concrete masonry unit and brick and stone veneer</li> <li>• Includes:           <ul style="list-style-type: none"> <li>○ Reinforcement, tie system, filling, grout</li> </ul> </li> </ul>
Interiors	Required	Carpet	<ul style="list-style-type: none"> <li>• Installation of tile and sheet carpeting</li> <li>• Includes:           <ul style="list-style-type: none"> <li>○ Vinyl wall base</li> <li>○ Slab surface applied moisture or vapor barriers</li> </ul> </li> </ul>

Interiors	Required	Doors	<ul style="list-style-type: none"> <li>• Installation of interior and exterior doors</li> <li>• Includes:           <ul style="list-style-type: none"> <li>○ Frames, glazing, accessories, finishing, trim, weather stripping, and louvers that are part of door</li> <li>○ Door operators</li> <li>○ Wall bumpers, door and frame protection</li> </ul> </li> </ul>
Interiors	Required	Drywall	<ul style="list-style-type: none"> <li>• Hanging, finishing, sanding gypsum wallboard</li> <li>• Includes:           <ul style="list-style-type: none"> <li>○ Plaster and cement backerboard</li> <li>○ Firestopping</li> </ul> </li> </ul>
Interiors	Required	Finish carpentry	<ul style="list-style-type: none"> <li>• Installation of interior architectural woodwork</li> <li>• Includes:           <ul style="list-style-type: none"> <li>○ Benches (interior)</li> <li>○ Cabinetry and countertops</li> <li>○ Casework</li> <li>○ Information board</li> <li>○ Railings and handrails (interior)</li> <li>○ Shelving</li> <li>○ Wardrobe and closet units, coat racks (including hangers)</li> </ul> </li> </ul>
Interiors	Required	Interior specialties	<ul style="list-style-type: none"> <li>• Installation of miscellaneous architectural items, including:           <ul style="list-style-type: none"> <li>○ Artwork and other decorative wall-hangings</li> <li>○ Auditorium seating</li> <li>○ Chairs, tables, lamps, lecterns, furnishing accessories, moveable rugs and mats, interior planters, artificial plants</li> <li>○ Door and window solar control film</li> <li>○ Fire extinguisher</li> <li>○ Movable furniture for offices, classrooms, conference rooms, libraries, and for residential use</li> <li>○ Signage (interior)</li> <li>○ Window blinds, curtains and drapes, interior shutters, shades, associated operating hardware</li> </ul> </li> </ul>

Interiors	Required	Paint	<ul style="list-style-type: none"> <li>• Installation of interior and exterior paint and coatings</li> <li>• Includes:           <ul style="list-style-type: none"> <li>○ Stains, varnishes, lacquers</li> <li>○ Epoxy, resinous, other fluid applied floor finishes</li> <li>○ Intumescent fireproofing</li> </ul> </li> <li>• Excludes:           <ul style="list-style-type: none"> <li>○ Painted markings and striping on pedestrian walkways and pavement (see Pavement striping trade crew)</li> </ul> </li> </ul>
Interiors	Required	Suspended ceiling	<ul style="list-style-type: none"> <li>• Installation of suspended acoustical ceiling tiles, suspension system, hangers</li> </ul>
Interiors	Required	Tile	<ul style="list-style-type: none"> <li>• Ceramic and porcelain floor and wall tile</li> <li>• Includes:           <ul style="list-style-type: none"> <li>○ laminate flooring and related finish sealers, furring, acoustic underlayment</li> </ul> </li> </ul>
Interiors	Required	Toilet partitions	<ul style="list-style-type: none"> <li>• Installation of manufactured toilet compartments</li> <li>• Includes:           <ul style="list-style-type: none"> <li>○ Doors (including tub doors), trim, and hardware</li> <li>○ Toilet, bath, and laundry accessories, such as toilet paper holders, soap and paper dispensers, shower curtain bars, grab bars, shower and towel bars, mirrors</li> <li>○ Baby care stations</li> </ul> </li> </ul>
Mechanical	Required	HVAC commissioning	<ul style="list-style-type: none"> <li>• Testing, balancing, and commissioning of the HVAC system</li> </ul>
Mechanical	Required	HVAC finish	<ul style="list-style-type: none"> <li>• Installation of heating, cooling, air-handling, and variable air volume units</li> <li>• Includes:           <ul style="list-style-type: none"> <li>○ Coils, dampers, ducts, registers, grills, accessories, instrumentation, controls</li> <li>○ Humidity control equipment that increases or decreases air moisture content</li> <li>○ Dedicated outside air systems, air-to-air energy recovery units</li> </ul> </li> </ul>
Mechanical	Required	HVAC rough-in	<ul style="list-style-type: none"> <li>• Installation of fans, ducts, plenums, supports, dampers and louvers within building structures</li> <li>• Includes:           <ul style="list-style-type: none"> <li>○ Breechings, chimneys, stacks</li> <li>○ HVAC demolition</li> </ul> </li> </ul>

Mechanical	Optional	Elevator	<ul style="list-style-type: none"> <li>• Installation of elevators</li> <li>• Includes:           <ul style="list-style-type: none"> <li>○ Wheelchair lifts</li> <li>○ Testing, balancing, and commissioning</li> </ul> </li> </ul>
Plumbing	Required	Plumbing finish	<ul style="list-style-type: none"> <li>• Installation of fixtures (e.g., water closets, urinals, sinks, showers, bathtubs, drinking fountains, eyewash stations)</li> <li>• Includes:           <ul style="list-style-type: none"> <li>○ Water treatment equipment (e.g., water softeners, water filtration equipment, associated electrical controls)</li> <li>○ Miscellaneous equipment (e.g., pumps, storage tanks, water heaters, heat exchangers, associated electrical controls)</li> <li>○ System commissioning</li> </ul> </li> </ul>
Plumbing	Required	Plumbing rough-in	<ul style="list-style-type: none"> <li>• Installation of above grade piping, fittings, valves, insulation, and supports within building structures for:           <ul style="list-style-type: none"> <li>○ Domestic hot and cold-water distribution</li> <li>○ Sanitary waste and related vents</li> <li>○ Fuel-oil, natural-gas, liquefied-petroleum fuel systems</li> </ul> </li> <li>• System testing</li> </ul>
Plumbing	Required	Plumbing utilities	<ul style="list-style-type: none"> <li>• Installation of underground and under slab plumbing-related items</li> <li>• Includes:           <ul style="list-style-type: none"> <li>○ Domestic water, sanitary waste, fuel oil, natural gas, liquefied-petroleum site service connections</li> <li>○ Building service entrance</li> </ul> </li> <li>• Excludes irrigation (see Landscaping trade crew)</li> </ul>
Plumbing	Optional	Fire sprinkler	<ul style="list-style-type: none"> <li>• Installation of systems that use water or other methods for fire extinguishing and suppression, including sprinklers, fire pumps, piping, fittings, valves, cabinets, hoses, controls</li> <li>• Includes testing, balancing, and commissioning</li> </ul>

Site/Civil	Required	Earthwork	<ul style="list-style-type: none"> <li>• Moving earth to establish new contours and elevations, including grading, excavation and fill, embankments, erosion and sedimentation controls, soil remediation, soil stabilization, rock stabilization, soil reinforcement, slope protection, gabions, wetlands, earth dams, site soil treatment</li> <li>• Includes:           <ul style="list-style-type: none"> <li>○ All piping and structures to collect moisture and water at or below grade outside of exterior building walls</li> <li>○ Damp-proofing, waterproofing, insulation, and vapor retarder at or below grade outside of exterior building walls</li> <li>○ Site curbing installed by a contractor</li> </ul> </li> </ul>
Site/Civil	Required	Landscaping	<ul style="list-style-type: none"> <li>• Installation of landscaping, including soil preparation, lawns and grasses, seeding and sodding, trees, plants, transplanting</li> <li>• Includes:           <ul style="list-style-type: none"> <li>○ Planting accessories such as tree grates, prefabricated planters, landscape edging, decorative boulders</li> <li>○ Irrigation piping, valves, sprinkler, fittings, pumps, electrical wiring and conduit, controls, system commissioning</li> </ul> </li> </ul>
Site/Civil	Required	Tree clearing	<ul style="list-style-type: none"> <li>• Removal and disposal of trees and shrubs</li> <li>• Trimming of existing trees and shrubs that will remain</li> </ul>
Site/Civil	Optional	Asphalt coating	<ul style="list-style-type: none"> <li>• Installation of asphalt coating and crack fill by LDC volunteers</li> </ul>
Site/Civil	Optional	Asphalt pavement	<ul style="list-style-type: none"> <li>• Installation of asphalt pavement by LDC volunteers</li> </ul>
Site/Civil	Optional	Concrete	<ul style="list-style-type: none"> <li>• Installation of concrete foundations, slabs, cast-in-place, site curbing</li> <li>• Includes:           <ul style="list-style-type: none"> <li>○ Layout, excavation, subbase, fine grading, soil treatment, compaction, vapor retarder/barrier, forming, isolation joint, reinforcing, embedment, joint sealant</li> <li>○ Coordinating concrete boom pump and laser screed contractor activities</li> </ul> </li> </ul>
Site/Civil	Optional	Fence	<ul style="list-style-type: none"> <li>• Installation of permanent chain link, metal, wood, or other fencing, including gates and gate operators</li> </ul>

Site/Civil	Optional	Pavement striping	<ul style="list-style-type: none"> <li>Installation of painted markings and striping on pedestrian walkways and pavement</li> </ul>
Site/Civil	Optional	Septic	<ul style="list-style-type: none"> <li>Installation and commissioning of the septic system</li> </ul>
Site Support	Required	Equipment and vehicle maintenance	<ul style="list-style-type: none"> <li>Regular maintenance and repair of all LDC-owned equipment, vehicles, trailers</li> </ul>
Site Support	Required	Project support	<ul style="list-style-type: none"> <li>Performing on-site setup, operation, and disassembly activities of: <ul style="list-style-type: none"> <li>Constructed, purchased, or rented temporary site structures</li> <li>Construction debris disposal</li> <li>Heated working environments (e.g., plastic and thermal protection)</li> <li>Portable toilets</li> <li>Temporary safety protection (e.g., safety barriers, rails for access/egress)</li> <li>Temporary security fences and gates (e.g., chain link fencing, razor wire)</li> <li>Trailers or containers used on the site (e.g., workshops, offices, storage)</li> <li>Forklift operation for on-site material logistics</li> </ul> </li> <li>May also include: <ul style="list-style-type: none"> <li>General site cleanup</li> <li>Material or other courier activities</li> <li>Material receiving and storage activities</li> </ul> </li> <li>Excludes project-to-project transport (see Trucking trade crew)</li> </ul>
Site Support	Required	Trucking	<ul style="list-style-type: none"> <li>Over-the-road towing of LDC-owned trailers, equipment, and materials</li> </ul>
Structural	Required	Demolition	<ul style="list-style-type: none"> <li>Removal and disposal of all or part of the building structure</li> </ul>
Structural	Required	Framing	<ul style="list-style-type: none"> <li>All wood and metal structural framing</li> </ul>
Structural	Required	Insulation	<ul style="list-style-type: none"> <li>Installation of above grade weather and acoustic insulation for interior/exterior walls, ceiling, attic</li> <li>Excludes insulation that is part of a roofing system (see Roofing trade crew)</li> </ul>
Structural	Required	Remediation	<ul style="list-style-type: none"> <li>Remediation, removal, and disposal of mold or other contaminated materials</li> <li>Excludes soil remediation (see Earthwork trade crew)</li> </ul>
Structural	Optional	Rigging	<ul style="list-style-type: none"> <li>Lifting and moving heavy building materials and equipment</li> <li>Excludes coordinating the activities of concrete boom pump contractors (see Concrete trade crew)</li> </ul>

## APPENDIX F: JW HUB PROJECT TASK SETUP FOR PERSONNEL PLANNING

52. [Figure 12](#) outlines details related to the setup of JW Hub project tasks used for personnel planning. A related template is available and is located in the JW Hub project "Task Templates (PMC) (Action Plan 16983)."—See paragraph 13.

WBS NUMBER	TASK NAME	UTILIZATION
N/A	Construction Schedule	<ul style="list-style-type: none"> <li>This is a summary task that contains the subtasks for each trade crew listed in Appendix D. It is a subtask of Project Team Workspaces.</li> </ul>
N/A	Trade Team   Trade Crew	<ul style="list-style-type: none"> <li>At least one task should be created and named for each relevant trade crew listed in Appendix D.</li> <li>To properly reflect the scope of work and crew schedule, multiple tasks for each crew will likely be needed.</li> <li>The task start and end dates should reflect the actual days that the crew will work on site. Durations of less than one week are acceptable.</li> <li>In Overview &gt; Workforce &gt; Skills and Volunteers of each task, enter the following information: <ul style="list-style-type: none"> <li><b>Primary Skill:</b> The skill needed by the majority of the assigned volunteers.—See <a href="#">Overview &gt; Skills &amp; Experience &gt; My Profile : JW Hub</a> for a complete list of options.</li> <li><b>Estimated Volunteers:</b> The total number of skilled and support volunteers who will comprise the workforce for the relevant task.</li> <li><b>Additional Skills:</b> Select the other relevant skills needed by the assigned volunteers.—See <a href="#">Overview &gt; Skills &amp; Experience &gt; My Profile: JW Hub</a> for a complete list of options.</li> </ul> </li> </ul>

Figure 12