

10

10.8.11
DIVERSITY PLAN

- 10.8.11.1 Provide a detailed summary of the Design-Build Team's makeup of certified MBEs and WBEs, including the qualifications, experience, roles and responsibilities for each MBE and WBE included in this proposal that will perform on the project.

MEET OUR MBE/WBE PARTNERS

We understand that Jackson County has identified a Contract Utilization Plan with goals of 12.3% MBE and 10.7% WBE. You can see below our team of certified design partners. *Qualifications of each firm are listed on pages 27–29 in Section 6 – 10.8.7 Key Consultants.* **In the spirit of collaboration and since the delivery method for this project is “design to budget” Design-Build, as well as Jackson County representations specifically requesting the project be bid out competitively in the marketplace, we do not list trade partners in this response.** As you will see later in this section, JE Dunn | Axiom | DLR has proven methods for securing a magnitude of M/WBE options to ensure the project delivers high performance, quality and value once the project design documents have progressed.

	Role & Responsibility		Project Experience
	DANIEL FELDER MBE/SLBE	JV Construction Partner	KCI Airport Roadwork & Terminal/ Parking Garage Foundations, Hickman Mills School District Renovation
BranchPattern	RICK MANIKTALA MBE	Lead MEP Engineer	Kansas City Police Department East Patrol Campus & Crime Lab, Lawrence Police Headquarters
	LEONARD GRAHAM MBE/DBE	Lead Civil & Landscape	Kansas City Police Department East Patrol Campus & Crime Lab, Kansas City Police Department Headquarters Renovation
	JULIE WELLNER WBE/SBE/DBE	Design for Administration	Kansas City Police Department East Patrol Campus & Crime Lab, Mental Health Crisis Center (KCMO), VA Mental Health Facility (KCMO)
	KATHY HAGAN WBE	Structural Engineer	Kansas City Police Department Headquarters Renovation, Cass County Jail Renovation, Gardner Justice Center
	JERRY BACHAR MBE/WBE	Codes & Fire	Jackson County Detention Center, Johnson County Courthouse, Saline County Jail, United States Penitentiary (Leavenworth)
	LAURA BOURLAND WBE/SBE	Food Service	Sarpy County Correctional Center, Lansing Correctional Facility Reconstruction, La Palma Correctional Center
	CARRIE STAPLETON MBE/WBE/VBE/DBE/ SLBE	Communications	Kansas City Downtown Streetcar, Bartle Hall Convention Center Renovation, KCI Airport Master Plan

- 10.8.11.2 Describe the team's experience, or the experience of the primary firms that make up the DBT, with regard to MBE and WBE participation on design and build projects. Describe the team's experience, or the experience of the primary firms that make up the DBT, with workforce programs. Illustrate and define in detail your diversity plan processes and procedures as demonstrated by project examples. Limit to four (4) pages.

MBE/WBE PARTICIPATION EXPERIENCE

JE Dunn has met and or exceeded the goals established on many projects in Kansas City for decades as the chart below demonstrates our experience.

PROJECT NAME	TIF/CITY	MBE SUB GOAL	MBE SUB ACTUAL	WBE SUB GOAL	WBE SUB ACTUAL	TOTAL	STATUS
KCI Garage (Design-Build)	City	20%	30.8%	15%	17.2%	48%	Complete 6/2022
Cerner Innovations Campus	TIF	17%	17%	10%	10%	27%	Complete 2020
KC Zoo Elephant Exhibit	City	22%	26%	8%	13%	39%	Complete 2020
Kansas City Museum	City	10%	10%	12%	12%	22%	Complete 2019
Two Light Tower	TIF	15%	15%	8%	11%	23%	Complete 2018
KCMO Police Department East Patrol & Crime Lab	City	17%	19%	11%	11%	30%	Complete 2015
One Light Tower	TIF	13%	15%	7%	8%	23%	Complete 2015
Cerner Continuous Campus	City	15%	16%	7%	8%	24%	Complete 2014
Kansas City Police Headquarters	City	15%	17%	10%	13%	30%	Complete 2014
KC Zoo Penguin Exhibit	TIF/City	22%	35%	8%	9%	44%	Complete 2013
Kauffman Center for the Performing Arts	TIF	7%	10%	14%	4%	14%	Complete 2011
JE Dunn Headquarters	TIF	15%	17%	7%	9%	26%	Complete 2009
		GOAL	ACTUAL	GOAL	ACTUAL	TOTAL	

MBE/WBE PARTICIPATION LEADERSHIP



We have a dedicated team that assures we maximize opportunity and achieve these goals. **Zoraya Rowlands** serves as JE Dunn's Diversity, Inclusion and Compliance Director, and has a proven track record of success with evolving programs of inclusion and diversity for the 21st century. **Nakisha Bausby** is our Kansas City DEI Director and has worked for JE Dunn for 26 years helping



to develop many of our diversity/inclusion small business programs across the country. **Kisha** – as the community knows her – has personal relationships with individuals throughout the local M/W/VBE business community; such relationships allow us to easily reach out to small business enterprises and assist them in becoming part of the Jackson County Detention Center project.

VETERAN-OWNED BUSINESSES

We understand that Veteran-owned business enterprises are of importance to Jackson County. In fact, JE Dunn has a long history of working with VBEs in the Kansas City metro area and, although no required goals are in place, we have contracted over \$253 million to VBEs since 2000. To the right is a sampling of projects with VBE percentages and contract amount on recent projects all located in Jackson County.

PROJECT NAME	VBE GOAL	CONTRACT \$
KCI Airport	2%	\$2.5M
Cerner Innovations Campus	1.2%	\$2.2M
KC Zoo Elephant Exhibit	12.5%	\$1M
Two Light Residential Tower	9.8%	\$9.5M
Kansas City Museum	4%	\$472,615
KCMO Police Department East Patrol & Crime Lab	6.5%	\$3.3M

WORKFORCE PROGRAM LEADERSHIP

Our Workforce Program Experience is second to none. JE Dunn has a myriad of successful workforce recruitment programs in Kansas City, not just because of imposed goals by the client, but because we are dedicated to creating opportunities that help position others for success. The person who leads our Workforce Program is known by "everyone" – **Miss GG Owens**. Miss GG is our Community Engagement Workforce Specialist and although Jackson County has no goals for this project, she will ensure you will be proud of the representation of minorities, women, and veteran individuals on this project.



WORKFORCE PARTICIPATION EXPERIENCE

JE Dunn has delivered dozens of projects in Jackson County, and we know the City of Kansas City, Missouri requires Minority Workforce goal of 10% and Women Workforce of 2%. We have overachieved these goals on some of Kansas City's largest projects to date, some of which goals were not required.

Below is a sampling of JE Dunn's workforce accomplishments:

- **KCI Airport Terminal Garage:** 22.07% Minority, 7.04% Women
- **Cerner Innovations Campus** (*not required*): 18.8% Minority, 5.5% Women
- **Kansas City Museum:** 18.36% Minority, 4.04% Women
- **Two Light Tower:** 20.14% Minority, 3.7% Women
- **KCMO Police Department East Patrol & Crime Lab:** 64% Minority, 9% Women



DETAILED DIVERSITY PLAN PROCESSES & PROCEDURES BY PROJECT EXAMPLES

You can see that JE Dunn has a history of meeting and/or exceeding participation goals on public and private projects in Kansas City. These two high-profile municipal projects in Kansas City were no exception. A multitude of other projects, both public and private, have similar success stories.

KCI AIRPORT TERMINAL PARKING GARAGE DESIGN-BUILD PROJECT

Estimated Completion Date: June 2022
\$140,000,000

Project Goals

- MBE 20%, Workforce 20%
- WBE 15%, Workforce 2.75%

Results

- 31 prime contracts, 61 tier subcontracts
- **48% overall M/WBE**
- 28 workforce new hires (new to industry)
- 22.07% minority workforce
- 7.04% women workforce

Strategies

- Early DBE outreach events over a year in advance of receipt of the RFP
- Multiple joint ventures with majority partners and developing M/WBEs
- Identified scopes of work that were negotiated with DBEs that had never performed large scopes of work
- Identified local DBEs that had never worked on commercial or union work
 - Created manageable scopes of work for each firm
 - Project team worked with DBE leadership to ensure budget was realistic
- Quick pay to trade partners via JE Dunn - cost was not passed onto owner
- Workforce training for internships, career path
- Business consulting and financial guidance services
- Suppliers support to leverage buying power
- Created peer camaraderie
 - JE Dunn estimators, executives, and project managers worked together to teach the business
 - DBE foremen participated in JE Dunn planning meetings with experienced JE Dunn foremen to learn how we plan and execute
 - **Implemented mentor protegee program with Axiom**



Scan to watch a video about JE Dunn's mentor-protege relationship with Axiom Construction

Workforce

- JE Dunn field leaders participated in the workforce selection process, and once selected were committed to staying connected for the project duration

KANSAS CITY, MISSOURI POLICE DEPARTMENT EAST PATROL & CRIME LAB

Completion Date: October 2015
\$72,000,000 (shown in 2022 dollars)

Project Goals

- 17% MBE, 10% Workforce
- 11% WBE, 2% Workforce
- 10% HUD Section 3

Results

- More than 50 prime contracts and another 50-plus tier subcontracts
- **46.6% overall M/WBE/Section 3**
- 53 overall Section 3 new hires
- 64% minority workforce (JE Dunn employees)
- 9% women workforce (JE Dunn employees)

Strategies

- SOP JE Dunn M/WBE participation project outreach
- Section 3 monthly workshops
- Employment office/trailer on-site to engage community and direct them to project opportunities
- Community meetings surrounding neighborhood with community leaders
- www.saferkc.com/East
- Public meetings and events
- Announcements of awarded trade partners



JE Dunn established an information trailer on the KC East Patrol project site, which served as a hub for community outreach. We employed Miss GG Owens, a dedicated professional on-site who helped people in the urban core secure jobs under a program called Section 3, designed to employ low-income area residents.

Below is an outline of JE Dunn's plan, processes and procedures utilized to meet and exceed M/W/VBE and workforce goals and ideals. **We use this as a baseline, however each project is different, so a unique approach is developed with our clients to ensure goals are exceeded.** We will do the same for the Jackson County Detention Center Project.

THE PLAN

Local Involvement Approach

We notify partners and organizations directly by phone call and email for bid opportunities, events and training opportunities. Prior to the bidding process for your project, we will personally meet and review all trade partners, vendors and agencies with you to ensure we cast the widest net possible and anyone you wish to add to our contact list is notified.

JE Dunn's proven participation plan includes the following:

Outreach

- Small business outreach information sessions for the project
- Encourage partnering between prime trade partners and M/W/VBE trade partners to achieve maximum participation
- Personally contact JE Dunn's Minority Contractor Development Program graduates and M/W/VBE trade partners
- Engage with the Full Employment Council early for maximum workforce participation
- Contact JE Dunn's Workforce Industry Day Event attendees

Understand the Market

- Identify portions of the work and create right sized bid packages for M/W/VBE trade partners
- Identify workforce capacity and current constraints

Quick Pay Program

- Qualified M/W/VBE trade partners will receive payment within 14 days after submitting request for payment
- Program increases number of trade partners – closes the cash flow gap

Supervision

- Pair M/W/VBE with JE Dunn project managers and field management team members
- Handle situations with professionalism and understanding

Apprenticeship Goals

- Contract language include requirement for apprenticeship utilization for all trade partners on contracts over \$200k
- Required apprentice utilization sheet to track and forecast utilization

THE PROCESSES & PROCEDURES

Standard Operating Procedure: Small Business Engagement Process

The listed guidelines for sending invitation to bid letters and e-mails should be performed within five (5) working days after the bid specification have been issued, and fifteen (15) working days prior to the bid date.

- Advertise opportunities to participate in the contract in general circulation media, trade and professional, association publications, small and minority business media, and publications of minority and women's business organizations in sufficient time to allow MBE and WBE firms to participate effectively (Kansas City Star/Kansas City Call/Dos Mundos).
- Provide notice to a number of minority and women's business organizations of specific opportunities to participate in the contract in sufficient time to allow MBE and WBE firms to participate effectively.
- Send written notices by mail and e-mail to qualified, certified MBEs and WBEs soliciting their participation in the contract in sufficient time to allow them to participate effectively.
- Attempt to identify portions of the work for qualified, certified MBE and/or WBE participation in order to increase the likelihood of meeting the goals, including right-sizing bid packages.
- Confer with qualified, certified MBE's and WBE's and explain the scope of work and requirements of the work for which their bid or proposal was solicited.
- Attempt to negotiate in good faith with qualified, certified MBEs and WBEs to perform specific subcontracts, not rejecting them as qualified without sound reasons based on a thorough investigation of their capabilities.
- Send a copy of all bid notifications to the Jackson County contract utilization plan director.

Documentation & Tracking

- Record solicitation letters and send to client diversity contact
- Bid price of M/W/VBE
- Bid price of non-M/W/VBE
- Reason for non-selection of M/W/VBE bidder
- Logs to include meeting dates and topic of discussion with all stakeholders
- Use of B2Gnow with LCPTracker
- Use of CMIC system for forecasting including change orders and other contract modifications
- Track projections for remaining scopes of work and further break out scopes of work to achieve project goals
- Regular meetings with Nakisha Bausby and project team to review progress and strategies for remaining work

RECEIVED

MAY 16 2022

MARY JO SPINO
COUNTY CLERK

08

10.9

WORKFORCE UTILIZATION

10.9 Describe how any voluntary workforce utilization percentages will be achieved, tracked, and reported. Limit to four (4) pages.

BUILDING CAREERS IN CONSTRUCTION

KEY DIFFERENTIATORS TO OUR WORKFORCE PLAN

- No cost to the project from recruitment to training
- Unions will help participants select the right craft
- Wrap around services provided by Urban League's Project Pathway

VOLUNTARY WORKFORCE ACHIEVEMENT PLAN

JE Dunn's workforce program is second to none and we are excited to implement this plan specific to the Jackson County Detention Center project. **The JE Dunn | Axiom | DLR Group team commits to of 35% of minority, women and veteran workforce participation.**

Our strategy is simple:

- 1 Create a pool of qualified entry level candidates through local partnerships and outreach.
- 2 Implement training programs to create a baseline for safety construction readiness and jobsite skills.
- 3 Partner with JE Dunn's union partners and self-perform group to ensure jobs for program graduates.
- 4 Eliminate "last on – first off" situations. Establish a retention plan to keep new hires employed and developing careers not just a job.

Hiring initiatives are easy, however RETENTION is the key to long-term impact in a community. Partnering with JE Dunn union partners and self-perform group will be key to job creation and retention. Creating a pipeline of people now for the Jackson County Detention Center project will not only ensure a diverse workforce for this project, but for future projects to come.

HOW WE DO IT

JE Dunn | Axiom | DLR Group's program begins with our grass-roots community approach. We will use various outreach forums to inform the community about employment opportunities. This will include partnerships with local workforce partners like the **Urban League, Full Employment Council, Builders' Association, Second Chance Program, Minority Contractors, Unified Contractors Association, and other community-based organizations.**



GG Owens, affectionately called Ms. GG, is a unique component of the strategy and the team. Ms. GG has been successful in leading skilled-trade recruiting efforts for some of Jackson County's high-profile projects like Cerner Campus, Loews Hotel and the urban core East Patrol and Crime Lab. Individuals that dwell in the immediate community around the project will remain the focus and priority for hiring opportunities.

Construction Workforce Industry Day (CWID) is a keystone workforce initiative that is designed to inform

Since this is an important community project, JE Dunn has included Axiom as a key partner and has engaged them in a Joint Venture partnership. Axiom is a highly productive MBE concrete company, completing high-profile projects in the metro area. We are currently working together on the KCI Terminal and Garage concrete packages. Owner Daniel Felder is one of JE Dunn's Mentor Protege Program success stories and is ready and willing to pass along his knowledge to others. Axiom will be another great source for workforce participation in that 50% of Axiom's workforce is diverse.

our community about careers in construction. The annual skilled-trades expo, attended by hundreds of people, was developed by JE Dunn to increase the number of minority and women in the construction industry. Various union partners, trade partners, and community resource partners like Youth Build, Urban League, and the Full Employment Council exhibit. This gives the community the opportunity to meet with hiring managers or get info to help individuals get started with a career in construction.

JE Dunn | Axiom | DLR Group is thrilled to announce a new initiative that will be deployed beginning with the Jackson County Detention Center project. **In cooperation with the Urban League of Greater Kansas City, we're implementing a program designed to attract a diverse workforce, provide them with training, and employ apprentices while providing them with support services to combat the most common causes of attrition.**

PROJECT PATHWAYS PROGRAM

The Urban League's Project Pathways Program will help mitigate these issues and by partnering with JE Dunn | Axiom | DLR Group, provide long-term employment and construction careers for people in Jackson County, not just on the Jackson County Detention Center project. Early discussions between JE Dunn, the Urban League, the local union trades and local workforce candidates will provide early access to skilled trades to clearly demonstrate the varying career pathways in construction. All trades will be presented from carpentry to crane operators to plumbing – we help them discover work opportunities, so participants want to stay in the industry and thrive in a new career, not just a one-off job.

The Urban League's Project Pathways Program includes the following steps for participants:

1. Register with State Workforce Development Program including Workforce 21 application and MOJobs state registration.
2. Project Pathways Class Enrollment – academic assessment to determine baseline proficiency. Depending on the candidate, academic tutors can be provided for individualized tutoring sessions until the candidate masters the desired skill levels.
3. Introduction to Apprenticeship opportunities and exposure to different trades.
4. OSHA 10 training and certification.
5. Section 3 certification – allows participants to work in their zip code in Kansas City
6. Job Coaching and Employment Support – ensures participants are "career ready" including key soft skills.
7. Completion of training program.
8. Retention Coaching – ensures successful onboarding, retention skills training and advancement opportunities.

JE DUNN | AXIOM | DLR GROUP + URBAN LEAGUE + UNIONS KEY DIFFERENTIATORS

APPRENTICESHIP OPPORTUNITIES & TRAINING PROGRAMS

Because of our long-standing partnership with local union trades, we will place new workforce participants and offer extensive training programs. **The benefit to you is your workforce is consistent and trained well before the project begins. Additionally, these workforce participants have an opportunity to advance from apprenticeship to journeyman, then trade foreman to superintendent. We provide a career path, not just a job.**

The Urban League partnership will provide a steady flow of participants and offer wrap around services for participants throughout their career. Our affiliation with the Unions will provide long term work opportunities well after their scope of the Jackson County Detention Center project is completed.



JE Dunn | Axiom | DLR Group in partnership with the Unions have developed initiatives alongside the Urban League's Project Pathways for this program including:

- Leadership engagement from both JE Dunn and the Union trades
- A diverse group of mentors to provide advocacy and support for apprentices
- An advisory board to provide support and training to mentors
- Extended hiring processes to improve retention by ensuring new hires have a complete understanding of expectations, working environment, and career paths
- Community pipeline to provide information about upcoming jobs for workforce

WORKFORCE INTRODUCTIONS & PLACEMENT WITH LOCAL TRADE PARTNERS

JE Dunn | Axiom | DLR Group has used subcontract language to maximize craft apprenticeship utilization. This requirement is passed down to all our trade-partners, diverse firm or not, with contracts over \$200,000. This sometimes requires other trade partners to have more than the 20% goal apprenticeship requirement to assure that we meet the goal. We also provide an apprentice utilization sheet that we require be submitted so that we can track and forecast participation.

RE-ENTRY PROGRAMS

JE Dunn has a commitment to re-entry programs and workforce development. The company has actively recruited and employed individuals with criminal backgrounds, and we donate 10% of the company's pretax earnings to charitable organizations.

In 2008, Mr. Bill Dunn, Sr., Chairman Emeritus, provided a \$300,000 contribution of launching the Second Chance Program. Furthermore, he brought local business leaders and elected officials with him to join the board of this initiative.



In 2020, JE Dunn joined together with like-minded companies and Kansas City Kansas Community College (KCKCC) to form a new partnership for the Lansing Federal Correctional Facility, creating a welding workforce program and has utilized graduates who are currently working on JE Dunn jobsites.



We also rely on the following locally established reentry organizations for workforce candidates:



Jackson County Combat Ex-Offender Reentry Program



Brothers in Blue Re-entry Program



Swagg Inc.



Either scan the QR code or click the organization name to visit the web site.

ECONOMIC INCLUSION COMMITTEE (EIC)

JE Dunn | Axiom | DLR Group will create our own Economic Inclusion Committee (EIC) for the Jackson County Detention Center project. It is a body of selected community and project stakeholders that will monitor the inclusion activities, advise the construction team with topics regarding the community and inclusion, and help to maintain a transparent process with regards to community perception. JE Dunn had great success on the Kansas City, Kansas School Bond Program which had all voluntary participation goals for both trade partners and workforce.

Specific to workforce utilization, the EIC responsibilities include:

- Review workforce utilization reports, monthly
- Provide recommendations of workforce organizations to engage to increase participation and provide other input to the team for improvement
- Discuss workforce needs, challenges, and success stories
- Provide information to the networks about workforce opportunities and work programs for the Project
- Provide information and assistance to MWVBes regarding procurement opportunities for the Project
- Identify and work to eliminate barriers that inhibit minorities and women from successful employment
- Support, participate, and advertise workforce outreach events such as Construction Workforce Industry Day

IDEAL ECONOMIC
INCLUSION
COMMITTEE (EIC)
DIRECTORY



Scan the QR code
to view the list

WHEN WE DO IT

A more detailed plan is included in the Graphic Master Schedule (GMS) and further reviewed in our interview.

PHASE I EARLY ENGAGEMENT

Project Outreach Events to MWVBE Trade Partners and Workforce Candidates, Prequal Support, Bid Development Class

PHASE II PRECONSTRUCTION

Right-Size Trade Packages, 1st/2nd Tier Matchmaking Outreach, Workforce Training Certifications, Workforce Matchmaking Outreach, 1:1 Mentor Pairings

PHASE III CONSTRUCTION

Compliance and Reporting, Ensuring Success and Development

WHY WE DO IT

JE Dunn | Axiom | DLR Group strives for 100% inclusion regardless of goals. Our approach to diversity on projects is grounded in the belief that "we exist to enrich lives through inspired people and places." That commitment extends to our clients and employees but is meaningless unless it extends to the neighborhoods in which we live and work. We will create opportunities for local workforce not just to build the Jackson County Detention Center project but to create careers for our Jackson County citizens.

== WE EXIST TO ==
ENRICH LIVES
»» THROUGH INSPIRED ««
PEOPLE AND PLACES

RECEIVED

MAY 16 2022

MARY JO SPINO
COUNTY CLERK



VOLUNTARY WORKFORCE TRACKING & REPORTING PLAN

For years, JE Dunn has tracked and reported workforce participation to the City of Kansas City and our team will do the same for the Jackson County Detention Center project. Following is the process:

- Daily work force reports are comprised of daily timesheets that are completed by all trade partners and JE Dunn | Axiom | DLR Group self-perform workforce on site. All information will be collected and submitted in the appropriate format.
- Workforce hours are submitted monthly no later than the 15th to Jackson County's B2Gnow system. JE Dunn | Axiom | DLR Group and each trade partner is responsible to enter their own hours. This also tracks contract progress for dollars allocated to M/W/VBE and all tiers are responsible for submitting responses for payments received monthly when they report their workforce.
- JE Dunn | Axiom | DLR Group will provide workforce utilization reports from Jackson County's B2Gnow system to the Jackson County Detention Center team at the regularly scheduled OAC meetings, as well as the aforementioned Economic Inclusion Council no later than the 15th of the month. Reports shall include updated percentage totals, hires/terminations, and anticipated hiring needs. Jackson County Detention Center owners will have access to the program and able to run reports with project totals at any time.
- To stay on track with our project goals, the JE Dunn | Axiom | DLR Group Project Coordinator estimates impending hours for each time period for each trade partner and JE Dunn's own workforce.



Carrie Stapleton, Phillips-West Communications, is our communications director and will work hand-in-glove with the Jackson County Detention Center team to report progress regularly to all stakeholders. Updates will include topics such as project status, milestones, success stories, and other relevant information.



Scan this QR code for an example of the Kansas City, Kansas School Bond Report on DEI that Carrie developed in partnership with the JE Dunn team.



Either scan the QR code or click [HERE](#) to view the document

THE KCKPS SCHOOL BOND REPORT

JC Harmon Renovations

Spotlight: Anita Meloy

CONGRATULATIONS TO THE JE DUNN MAJORITY CONTRACTOR DEVELOPMENT PROGRAM GRADUATES!

BOND OVERVIEW

NEW WEST PARK ELEMENTARY

NEW CARL BRIDGE WOODS SCHOOL

KCKPS NEW DISTRICT MAINTENANCE FACILITY

POTLIGHT: BRANDON DYE | DYE ELECTRIC LLC

Welborn Elementary Ribbon Cutting

CONSTRUCTION UPDATE

Spotlight: Anita Meloy

CONGRATULATIONS TO THE JE DUNN MAJORITY CONTRACTOR DEVELOPMENT PROGRAM GRADUATES!