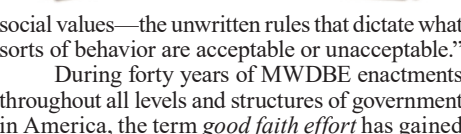


By Leslie Ann McMillan

Although Mr. Yankelovich's book does not directly address the realm of diversity contracting and procurement, its principles can reward all of the partners—small businesses, large contractors and suppliers, agencies, and the public.

Agencies do have valid moral, social, and economic reasons to establish goals for greater government contract participation by small businesses owned by minorities, women, or disadvantaged entrepreneurs. Putting the ideals into practice requires honest commitment and perseverance in the hearts, minds, and actions of everyone involved in the process.

As Mr. Yankelovich observes regarding the wider subject of ethical business pursuits, "Laws and regulations by themselves do not ensure compliance. One of the most prominent features of the scandals is gaming the system—finding clever ways of circumventing the rules and regulations. . . . The key to successful reform is to combine regulations and norms in such a way that they mutually support each other in encouraging companies (and gatekeepers) to do the right things, not the wrong ones. . . . Norms are


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Tutor Perini

**INVITATION TO BID FOR SBE/DVOB FIRMS AND NON-SBE/DVOB FIRMS
TUTOR PERINI CORPORATION, AN EEO EMPLOYER
IS CURRENTLY SOLICITING COST PROPOSALS FROM QUALIFIED AND CERTIFIED
SBE/DVOB SUBCONTRACTORS, VENDORS, SERVICE PROVIDERS**

**Bridge Deck Reconstruction, Milepost 83 to 88 Project in the
City of New Brunswick and Township of Edison, Middlesex County, New Jersey
New Jersey Turnpike Authority Contract No: T100.523
Bid Date: December 9, 2021**

ALL QUOTATIONS ARE DUE BY CLOSE OF BUSINESS Friday, December 3, 2021.
For further information concerning subcontracting and/or purchasing opportunities, and to register as a subcontractor or vendor, please respond to solicitations@tutorperini.com or contact Jackie Cotto at 914-739-1908. Come and join our team!



SKANSKA USA CIVIL

**IS SOLICITING COST PROPOSALS FROM NEW YORK
DBE SUBCONTRACTORS AND VENDORS**

**Design-Build Services for Accessibility Upgrades at Eight Stations Package 2
MTA Construction and Development Contract No. A-37135
Bid Date: December 1, 2021**

Description of project: Work in this contract includes the installation of new elevators, replacement of existing elevators, Americans with Disabilities Act (“ADA”) upgrades, and state of good repair improvements at eight stations in New York City and the performance of long-term elevator maintenance for the new elevators. The eight (8) stations are Westchester Square (Bronx); Eighth Avenue Station Sea Beach Line (Brooklyn); 181st Street Station (Manhattan); Woodhaven Boulevard (Queens); Court Square (Queens); Queensboro Plaza (Queens); Marcy Avenue (Brooklyn), and Flushing Avenue (Brooklyn).

Bidding opportunities: masonry, structural steel fabrication, miscellaneous metal fabrication and installation, railings, carpentry, roofing, intumescent fireproofing, doors, glass and glazing, painting, tiling (ceramic/mosaic/granite), resilient flooring, acoustical ceilings, detectable warning panels, toilet accessories, furniture, signage, bird deterrents, waterproofing, chemical grouting, HVAC, electric, communication systems, plumbing and fire protection, noise monitoring, vibration monitoring, vector control, ACM abatement, survey, MPT materials, concrete supply, historic preservation, sidewalks, paving, utilities, testing and inspection, crack and spall repairs, haul and disposal/trucking, dumpsters, CPM scheduling.

If you are interested in responding to this project, please contact Skanska’s Outreach Coordinator: Julia.Omanoff@skanska.com • EOE/M/F/Vet/Disabled

The logo for Skanska E/C/C/O, featuring the word "SKANSKA" in a bold, blue, sans-serif font, followed by "E/C/C/O" in a blue, outlined, serif font. Below this, the words "VWE 3 JOINT VENTURE" are written in a smaller, grey, sans-serif font, and "SKANSKA ECCO III VWE 3 JV" is written in a similar grey font.

VWE 3 JOINT VENTURE

SKANSKA ECCO III VWE 3 JV

**IS SOLICITING COST PROPOSALS FROM NEW YORK
DBE SUBCONTRACTORS AND VENDORS**

**Van Wyck Expressway Capacity and Access Improvement to JFK Airport Contract 3
NYSDOT Contract No: D900053
Bid Date: December 15, 2021**

Project overview: The project involves design-build services for the Van Wyck Expressway (VWE) Capacity and Access Improvements to JFK Airport—Contract 3. The project is located in Queens County, New York. The project will consist of constructing one additional travel lane, with high-occupancy vehicle (HOV) restrictions, in each direction of the Van Wyck Expressway (VWE) between Kew Gardens Interchange and JFK Airport, reconstructing and/or relocating the exit and entrance ramps within the project limits, constructing or reconstructing nine (9) bridges to accommodate the mainline widening, retaining wall reconstruction, noise barrier installation, and various utility work such as ITS (Intelligent Transportation System), drainage, and sewer.

Bidding opportunities: asphalt paving, concrete base pavement, trucking, fills, hauling and disposal, containers, landscaping, structural concrete, ready-mix concrete supply, concrete reinforcement, utilities, structural steel supply and erection, MPT, electrical, ITS, roadway lighting, signs and guardrail, sign structures, deep foundations (pile/micropiles, etc.), line striping, curb and sidewalks, sawcutting, sawcut grooving, bridge demolition, pavement demolition, support of excavation, precast barrier, cast in place barrier, bridge bearings, bridge expansion joints, fence, concrete retaining walls, asphalt milling, trailers, cleaning, furniture, computer services, clearing, hazardous material remediation (asbestos, lead, etc.), concrete sealing, contaminated soil disposal, environmental testing, vibration monitoring, settlement monitoring, survey, photography, rodent control, security, BIM modeling, painting, waterproofing, structural steel repairs, crack and spall repairs, community liaison, bird deterrent system, noise barriers, ornamental fence.

If you are interested in bidding on this project, please contact Skanska's Outreach Coordinator: Julia Omanoff@skanska.com • FOE/M/E/Vet/Disabled

2021

SBA and SOS Monthly Webinar
Thursday, December 2, 2021, 9:00 am–11:00 am
Online
Main Sponsor(s): US Small Business Administration
New Hampshire Secretary of State Corporation
Division
Contact: Miguel Moralez, 603-225-1601,
miguel.moralez@sba.gov
Fee: Free; registration required

Starting a new business? Looking for capital and finance options? Looking for general advice on starting or maintaining your business? Hear from representatives from the local SBA office and the New Hampshire Secretary of State Corporation Division. This workshop (currently held online during the pandemic) is offered on the first Thursday of every month. To join this free webinar, copy and paste the link below into your browser, then register for tickets for the date of your choice to receive the access code. <https://www.eventbrite.com/e/monthly-workshop-on-sba-programs-resources-at-sos-tickets-138501643143>

Selling to the Federal Government Webinar
Thursday, December 9, 2021, 1:00 pm–4:00 pm
Online
Main Sponsor(s): US Small Business Administration
Contact: George Tapia, 610-382-3086,
george.tapia@sba.gov
Fee: Free; registration required
Did you know that the federal government is the

largest purchaser of goods and services in the world? Interested in learning how your business can market your services or goods to the federal government? Register on line at <https://www.eventbrite.com/e/how-to-sell-to-the-federal-government-tickets-21790713611> SBA helps to ensure small businesses get fair opportunities to share federal government prime contracts. Topics will include: How to Register, Small Business Certifications, Finding Opportunities, Marketing Your Firm, Federal Supply Schedules, Getting Paid, Tips to Prepare Your Offer, How to Seek Additional Assistance. All training sessions are held via Microsoft Teams Meeting. Participants must ensure Microsoft Teams is functioning correctly prior to attending the scheduled class.

How to Access the Woman-Owned Small Business Federal Contract Program Repository Webinar
Tuesday, December 14, 2021, 2:00 pm–3:00 pm
Online

Main Sponsor(s): US Small Business Administration
Contact: Patrice Dozier, 404-331-0118,
patrice.dozier@sba.gov
Fee: Free; registration required

To help provide a level playing field for woman business owners, the federal government's goal is to award at least five percent of all federal contracting dollars to woman-owned small businesses (WOSB) each year. This webinar will provide you information on the certification process for the WOSB federal contract program. Before you can participate in the women's contracting program, you must either use the SBA FREE online application or be third-party certified. Both methods require you to use the beta.certify.sba.gov new portal. Once you register, click on the "Get a New Certification" link on the