



NEWS

- INFO
 - BIDS



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Profit with Honor: M **BE Good Faith Efforts**

By Leslie Ann McMillan

To borrow a phrase from eminent scholar Daniel Yankelovich, who himself adapted it from the most eminent source—profit with honor is essential to healthy enterprise. The author of Profit with Honor: The New Stage of Market Capitalism (Yale University Press, 2006) urges businesses to aspire to higher ethical ground in their values and practices, to their own benefit

and that of society generally.

Mr. Yankelovich writes, "In this book, I use the term stewardship ethics to convey the commitment to care for one's institution and those it serves in a manner that responds to a higher level of expectations. In the chapters that follow, I elaborate how the ethical commitments of corporate cultures are directly related to the social, political, and economic structures of the larger society. If our corporations can upgrade their ethical norms to the level of stewardship ethics, this achievement will also strengthen the ethical values of our society.'

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



social values—the unwritten rules that dictate what sorts of behavior are acceptable or unacceptable.'

During forty years of MWDBE enactments throughout all levels and structures of government in America, the term good faith effort has gained

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AND NEW JERSEY MBE, WBE, AND SDVOB, AND ALL LBE SUBCONTRACTORS, VENDORS, SERVICE PROVIDERS

TUTOR PERINI / PARSONS JV IS CURRENTLY INVITING ALL CERTIFIED PORT AUTHORITY OF NEW YORK

EXPRESSION OF INTEREST FOR M/W/SDVOB/LBE FIRMS

To complete and submit their EXPRESSION OF INTEREST for the AirTrain Newark Replacement Project in the cities of Newark and Elizabeth, New Jersey

PANYNJ RFP No. 70027 All interested firms are asked to contact us at EWRAIRTRAIN@TUTORPERINI.COM to

receive a copy of our business registration form as well as answer any questions that you may have. Come and join our team!

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

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 bidding on this project, please contact Skanska's Outreach Coordinator: Julia.Omanoff@skanska.com • EOE/M/F/Vet/Disabled







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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 re-

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

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SBA and SOS Monthly Webinar Thursday, December 2, 2021, 9:00 am-11:00 am

New Hampshire Secretary of State Corporation

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/monthlyworkshop-on-sba-programs-resources-at-sostickets-138501643143 Selling to the Federal Government Webinar

Thursday, December 9, 2021, 1:00 pm-4:00 pm

Main Sponsor(s): US Small Business Administration Contact: George Tapia, 610-382-3086, george.tapia@sba.gov Fee: Free; registration required

businesses (WOSB) each year. This webinar

Fee: Free; registration required

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will include: How to Register, Small Business Main Sponsor(s): US Small Business Administration, 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 Contact: Miguel Moralez, 603-225-1601, miguel.moralez@sba.gov 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

patrice.dozier@sba.gov

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

largest purchaser of goods and services in the

government? Register on line at https://www.

eventbrite.com/e/how-to-sell-to-the-federal-

world? Interested in learning how your business

can market your services or goods to the federal

government-tickets-21790713611 SBA helps to

ensure small businesses get fair opportunities to

share federal government prime contracts. Topics

will provide you information on the certification process for the WOSB federal contract program.

Contact: Patrice Dozier, 404-331-0118,

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, you will be sent the link for the webinar.

CORPORATE OFFICE

Did you know that the federal government is the

Tel 800-800-8534 1160 Battery Street East, Suite 100