



# Changing Image: Diversity and Inclusion

By Pepper Construction

The image of construction and other industries is evolving from diversity management to inclusion. Regardless of your industry, inclusion, minority involvement, and diversity are critically important topics. Fifteen years ago, joining an organization that valued diversity was a consideration, but at that time the importance that was placed on the topic was certainly not what it is now.

Past initiatives included specific participation requirements on projects, but without a means of ensuring the success of the companies involved, the numbers were just that—empty stats.

At the time, general contractors didn't have the right structures or programs in place to make a meaningful impact. They found ways of meeting the established targets when required, but the real diversity was visibly lacking on jobsites.

Times are changing. According to an article by Associated Builders and Contractors (ABC): "There is a marked demographic shift in construction company ownership towards minorities and

women. By the end of 2020, more than fifty percent of businesses entering the construction industry will be minority- or female-owned."

Today, organizations and owners who truly care about changing the makeup of the construction industry are more sophisticated about how they request, monitor, and record diversity.

Likewise, contractors today are more thoughtful about how we address and meet diversity targets. While the progress that has been made is sure to get us incrementally closer to where we want to be, the landscape of our industry is not without obstacles. There's still room for improvement, and everyone knows it.

**A shared understanding of how inclusion looks**

Pepper's Senior Project Coordinator Sharon Jackson joined Pepper Ohio in 2009, and she has been in the industry for thirty years. She explains her perspective on how the industry has evolved: "Up until ten years ago, we had percentage requirements, and that was it. Back then, I saw a lot of paperwork pass through, without staff on site working. I didn't think that was giving the



companies the opportunity to show their own skills in the scope of work they do."

In the past several years, we've shifted our focus from checking boxes to making a real impact in our local communities. The first step is reframing

Small Business Exchange • Voice of Small, Emerging, Diversity-Owned Businesses Since 1984 [Click to read more](#)

## Sub-Bid Requests

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**SBE OUTREACH SERVICES**

With over 1.6 million businesses in our active database—the country's largest non-public diversity database—SBE sets the professional standard for diversity outreach across the nation. For three decades, we have served small businesses, prime contractors, and agencies—with proven results.

**Advertisements**  
Placed in various Small Business Exchange Northeast digital publications each month, and at www.sbenortheast.com

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Complete documentation that will fit right into your proposal, along with a list of interested firms to contact

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1984 **33** Years 2017

**SKANSKA**  
SKANSKA KOCH INC.

**IS SOLICITING BIDS FROM M/WBE SUBCONTRACTORS AND SUPPLIERS CERTIFIED WITH NEW YORK CITY SMALL BUSINESS SERVICES**  
**Ed Koch Queensboro Bridge Replacement of Upper Roadways**  
NYCDOT Contract No: BRC231F  
Bid Date: January 12, 2018

Subcontracting opportunities include but are not limited to Asphalt, Barrier, Bearings, CPM Scheduling, Demolition, Drainage, Electrical, Expansion Joints, Fencing, Field Trailer, Fuel, Haul and Dispose, Highway Lighting, Miscellaneous Metals, MPT, Painting, Paving, Railings, Rebar, Sandblasting, Saw Cutting, Sealing, Signs, Striping, Structural Steel, Surveying, Testing, and Trucking. Please see contract documents for further opportunities.

Interested firms please contact john.papagiannakis@skanska.com • EOE/M/F/Vet/Disabled

**AB American Bridge**

**American Bridge Company is preparing a bid on the following project:**  
**Ed Koch Queensboro Bridge Upper Roadway Replacement**  
New York Department of Transportation (NYCDOT) Contract No: BRC231F  
Bid Date: January 12, 2018

The bid submittal is scheduled for January 12, 2018. We hereby request that you submit your quotation to us January 10, 2018, on the items of work or materials that your company can supply or perform. We encourage participation of all certified MBE and WBE firms. Please email your quotation to estimating@americanbridge.net, brosaldo@americanbridge.net, or submit through SmartBid software with the credentials provided.

The project's general scope of work includes the reconstruction of the upper roadways with orthotropic deck, access and protection shielding under the upper roadway, new sub floorbeams, new stringers, new cross beams, new modular deck joints, new steel traffic median barriers, new scuppers and drainage modifications, new fire standpipe, new underdeck lighting, structural steel repairs, milling of existing roadways, and paving overfill with Rosphalt along the approaches. Available subcontracting and material supply opportunities for the project include, but are not limited to:

Armored Joints Supply	Impact Attenuator Installation	Pavement Markings Subcontractor
Asphalt Subcontractor	Lead Abatement Subcontractor	Safety Supplies
Bridge Electrical Subcontractor	MPT Supplies	Sawcutting Subcontractor
Concrete Ready Mix Supply	Milling and Paving Subcontractor	Scuppers Supply
CPM Scheduling Services	Miscellaneous Metals Supply	Steel Safety Shaped Barrier
Downspout Cleaning Subcontractor	Modular Expansion Joints Supply	Structural Steel Supply
Ductile Iron Downspouts	Noise Barrier/Absorber	Surveying Subcontractor
Elastomeric Bearings Supply	Office Supplies	Temporary Concrete Barrier Supply
Electrical Subcontractor	Office Trailers	Temporary Protective Shielding
Fire Standpipe Subcontractor	On-Site Tow Truck Service	Traffic Signs
Gantry Crane	Orthotropic Steel Deck Supply	Trucking Service
Graffiti Removal Subcontractor	Overhead Signs	Variable Message Signs
Hydro-Demolition	Painting Subcontractor	Waterproofing Subcontractor

American Bridge Company is interested in receiving quotes from all subcontractors, suppliers, and brokers that are bidding or are interested in quoting this project, especially from Minority- and Woman-Owned Business Enterprises (MBE and WBE) that are certified under the NYS Unified Certification Program. The NYCDOT M/WBE Utilization goal is 15 percent for this project.

Your quote must conform to all requirements of the bid documents, including but not limited to the plans, general provisions, special provisions, specifications, and contract for construction from the owner (including addenda thereto) and be in compliance with all federal, state, and local laws. In the event that your firm is awarded the project by American Bridge Company, you will be required to execute our standard subcontract or material supply agreement. Subcontractors will be required to furnish a conforming certificate of insurance along with payment and performance bonds before entering into a subcontract, the cost of which should be included in your quotation. Please be aware that if your proposed scope of work includes work over a navigable waterway of the United States, you will also be required to provide Jones Act and/or United States Longshoreman and Harbor Workers Act coverage as applicable to your scope of activities.

Should you require assistance or additional information concerning the above project, please contact Brandon Rosado at 201-592-1217.

American Bridge Company is an Equal Opportunity Employer.

**Advertise in our digital EXTRA**

weekly or whenever you need to reach among agencies contractors diversity firms

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**IS SOLICITING COST PROPOSALS FROM DBE SUBCONTRACTORS AND VENDORS CERTIFIED WITH THE NEW YORK STATE UNIFIED CERTIFICATION PROGRAM**  
**Coney Island Yard Complex Long Term Flood Mitigation**  
MTA NYCT Contract No. C-34836  
Bid Date: January 4, 2018

**Description of project:**  
Creation of a 12,000 LF flood protection wall (sheet piles, micropiles, jetgrout, and concrete), new drainage, upgraded pump stations, new drainage outfalls into Coney Island Creek, flood gates, vehicular gates, bridge hardening, and upgrades around the 100-acre NYCT Coney Island Yard Facilities in Brooklyn, New York; creation of a cable bridge across all three yards; communications, signal, and power work throughout all three yards, including new ductbanks and manholes; emergency alarm and telephone; trackwork in affected areas of construction; structural repairs to the historic Traction Motor Shop including upgrade to the exterior building wall.

**Many bidding opportunities available.**

If you are interested in bidding on this project, please contact Skanska's Outreach Coordinator: Julia.Omanoff@skanska.com

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**IS SOLICITING COST PROPOSALS FROM DBE SUBCONTRACTORS AND VENDORS CERTIFIED WITH THE NEW YORK STATE UNIFIED CERTIFICATION PROGRAM**  
**Long Island City Yard Restoration and Resiliency Construction**  
MTA LIRR Contract No. 6197  
Bid Date: December 4, 2017

**Description of project:**  
The scope of work includes the reconstruction of Tracks 9-12 including the restoration of third rail systems; switch replacements; construction of car cleaning platforms; underground utility work (drainage, domestic water piping, and electrical traction duct banks); raise track profiles; traction and wayside power systems work; removal of petroleum contaminated soil. In addition, the work includes properly staging the work and minimizing impacts to operations. Early construction to support restoration and mitigation will also be part of the successful bidder's work, including the installation of third rail systems on tracks 7 and 8 (enhancing system resiliency) and including a fuel safety interlock.

**Many bidding opportunities available.**

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**SKANSKA** **ETCICIO**

**SKANSKA USA CIVIL AND ECCO III**

**ARE SOLICITING COST PROPOSALS FROM NEW YORK STATE CERTIFIED M/WBE AND SDVOB SUBCONTRACTORS AND VENDORS**  
**Design and Construction for Enhanced Station Improvements Phase 2**  
MTA Metro-North Contract No. 1000092250  
Bid Date: November 2017

**Description of project:**  
Design and construction of the following six Metro-North stations: White Plains, Riverdale, Port Chester, 125th Street Harlem, Crestwood, and Yonkers. The bulk of the work will occur at the White Plains and Crestwood stations while work at the remaining stations will be comprised mostly of state of good repair work along with making the stations cleaner, brighter, and easier to navigate, by utilizing means such as improved lighting and more intuitive way-finding and providing amenities such as Wi-Fi and cellular connectivity.

**Many bidding opportunities available.**

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**NORTHEAST EVENTS FOR YOUR BUSINESS**

**2017**

**Women's Power Networking Breakfast: Technology and Your Business**  
Thursday, December 14, 2017, 8:30 am-10:30 am  
Queens Borough Hall, 120-55 Queens Boulevard, Room 200, Kw Gardens, NY  
Main Sponsor(s): New Economic Development Corporation  
Contact: Andrea Ormeno, 718-263-0546, aormeno@queensny.org  
Fee: Free; registration required  
Join speaker Anita Srivastava at this free event for her talk entitled "Technology and Your Business." Explore how to advance your business in a tech-savvy world. Understand how mobile and web development will improve your operations efficiency, increase customer engagement, and grow sales. As always, there will be a networking opportunity and a free breakfast.

**Master Your Inner CEO for Sustainable Success**  
Thursday, December 14, 2017, 6:00 pm-8:00 pm  
Founders Business Park, Connecticut Center for Advanced Technology, 222 Pitkin Street, East Hartford, CT  
Main Sponsor(s): University of Hartford Entrepreneurial Center  
Contact: Dawn Zumbroski, 860-768-5681, entrectr@hartford.edu  
Fee: Free; registration required  
Peak performance mindset requires the ability to master your inner CEO or the art of mindfulness for sustainable success. This workshop will

**Federal Government Agencies Are Required to Establish Small Business Contracting Goals**  
Friday, December 15, 2017, 10:00 am-11:30 am  
Thomas P. O'Neill Federal Building, 11 Causeway Street, Room 265, Boston, MA  
Main Sponsor(s): Small Business Administration  
Contact: Pauline Swanson, 617-565-5564, pauline.swanson@sba.gov  
Fee: Free; registration required  
Consider selling to the federal government to take your business to the next level. Let SBA help you to learn how it is done for small disadvantaged businesses, woman-owned small businesses, and service disabled veteran-owned small businesses. See how certain SBA programs work: 8(a) Business Development Program and HUBZone Program. Small business certifications are like professional certifications; they document your capabilities or market that will help you compete in the marketplace. Unlike permits and licenses, you do not need to obtain certifications to legally operate. However, in order to take advantage of business opportunities, such as federal government contracts, you may need to obtain some certifications.