



# Profit with Honor: MWDBE Good Faith Efforts

By Leslie 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 more than thirty years of MWDBE enactments throughout all levels and structures of government in America, the term *good faith effort*

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**SKANSKA**  
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**IS SOLICITING COST PROPOSALS FROM NEW YORK STATE CERTIFIED M/WBE SUBCONTRACTORS AND VENDORS**

**Enhanced Station Improvements Package 8**  
MTA NYCT Contract No. A-36622E  
Bid Date: January 3, 2018

**Description of project:**  
The work to be performed under this contract consists of station component repairs at:  
174–175 Streets Station, The Bronx (Concourse Line, IND)  
167 Street Station, The Bronx (Concourse Line, IND)  
145 Street Station, Manhattan (Lenox Avenue Line, IRT)

**Many bidding opportunities available.**

If you are interested in bidding on this project, please contact Skanska’s Outreach Coordinator: [Julia.Omanoff@skanska.com](mailto:Julia.Omanoff@skanska.com)

**SKANSKA**  
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**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 19, 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](mailto: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 19, 2018

The bid submittal is scheduled for January 19, 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](mailto:estimating@americanbridge.net), [brosado@americanbridge.net](mailto:brosado@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 Rospalt 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.

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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 24, 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](mailto:Julia.Omanoff@skanska.com)

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**Long Island City Yard Restoration and Resiliency Construction**  
MTA LIRR Contract No. 6197  
Bid Date: December 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.**

If you are interested in bidding on this project, please contact Skanska’s Outreach Coordinator: [Julia.Omanoff@skanska.com](mailto:Julia.Omanoff@skanska.com)

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**Small Business Legal Clinic**  
Tuesday, January 9, 2018, 5:30 pm–8:00 pm  
Business and Career Center, Brooklyn Public Library, 10 Grand Army Plaza, Brooklyn, NY  
Main Sponsor(s): Brooklyn Small Business Development Center (SBDC)  
Contact: Miriam Colon, 718-797-4938, [mcolon@citytech.cuny.edu](mailto:mcolon@citytech.cuny.edu)  
Fee: Free; registration required  
This is a one-on-one half-hour free consultation with pro-bono attorneys who are part of the City Bar Justice Center Neighborhood Entrepreneur Law Project. Registration is required as seating is limited to sixteen registrants. Language assistance services are available for limited English proficient individuals. Special arrangements for persons with disabilities can be made by calling the SBDC at least two weeks in advance. The New York SBDC provides customized solutions through advisement, education, research, and advocacy for entrepreneurs, innovators and the small and medium enterprise community.

**Business Startup Bootcamp**  
Thursday, January 18, 2018, 8:45 am–3:00 pm  
Tip O’Neil Federal Building, 10 Causeway Street, Boston, MA  
Main Sponsor(s): Small Business Administration, SCORE Boston  
Contact: Shankar Hegde, 617-565-5591, [shegde2@gmail.com](mailto:shegde2@gmail.com)  
Fee: Free; registration required

**SEO Tips, Tricks, and Truths to Getting Found Online**  
Wednesday, January 24, 2018, 7:00 pm–9:00 pm  
Bergen County Administration Building, One Bergen County Plaza, Room 460, Hackensack, NJ  
Main Sponsor(s): SCORE Northeast NJ  
Contact: Shashi Gupta, 201-694-2821, [contact.northeastnj@scorevolunteer.org](mailto:contact.northeastnj@scorevolunteer.org)  
Fee: Free; registration required  
Getting your business found online organically can be a challenge. In this workshop, the presenter will discuss best practice tips, research tricks, and truths about getting your brand found online. Attendees will get handouts and activities to help them develop their search engine optimization plan. For more information, visit [northeastnj.score.org/localworkshops](http://northeastnj.score.org/localworkshops).  
Note: The NJ chapter of SCORE is a non-profit organization dedicated to helping emerging and existing small businesses maximize their potential for success.