



# 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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**North River WWTP Cogeneration and Electrification Project**  
NYC Department of Environmental Protection Contract No. NR-38  
Bid Date: January 18, 2017

**Description of project:**  
The contract includes the installation of a cogeneration system of five cogenerating engines, heat recovery, exhaust treatment, noise reduction, and other auxiliary equipment that will supply combined heat and power to the WWTP. The city has preselected the equipment that will constitute the cogeneration system to be installed under this contract (the “pre-selected equipment”) and has entered into a supply and services contract with the designated supplier of such equipment. The contractor will be required upon notice to proceed to enter into a contract with the designated supplier for the purchase and performance of the pre-selected equipment. The contract also includes removal of (5) five main sewage pump combustion engines and drive systems, removal of (5) five multi-stage process air blowers, installation of (5) five three-megawatt generators, installation of new heat recovery and dissipation systems and associated equipment required for the cogeneration system, installation of (1) one new main sewage pump, piping and valves, and a complete pump power train (PPT) for each of the (6) six main sewage pumps. The PPT includes, at a minimum, electric motor, motor controller, shafting, speed reducers, and intermediate line shafting.

**Subcontracting opportunities include, but are not limited to:**  
Instrumentation, Mechanical, Demolition-Mechanical, Demolition-Structural, Demolition-Electrical, Demolition-Architectural, Pump Supply, Valve Supply Piping Supply, HVAC, Plumbing, Fire Suppression, Fire Alarm, Electrical, Switch Gear Supply, Concrete Surface Repair, Concrete Joint Repair, Concrete Crack Repair, Structural Concrete, Concrete Reinforcing, Container Services, Doors, Louvers, Flood Doors, Terrazzo Flooring, Concrete Topping, Flood Protection, CPM, Masonry, Miscellaneous Metals, Railings, Structural Steel, Fill Materials, Hauling and Disposal, Signs, Cleaning, System Integration, Material Testing, Operation and Maintenance Manuals.

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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**Enhanced Station Initiative Program Package 2 Project**  
MTA New York City Transit Contract No. A-36622B  
Bid Date: January 24, 2017

**Description of project:**  
The work focuses on improving the customer experience, the continued responsibility of providing a state of good repair in stations, and the development of underlying station aesthetics through construction and design innovation. The work will include make the stations cleaner, brighter, and easier to navigate, by utilizing means such as improved lighting and more intuitive way-finding and will provide amenities such as Wi-Fi and cellular connectivity. This will involve architectural finishes (including painting and signage), structural repairs and modifications, electrical (including lighting, communication, and technology) and mechanical work. The contractor shall undertake the work so as to achieve all the following overall goals:

- Enhance the customer experience at each station
- Make the stations cleaner, brighter, and easier to navigate
- Improve the aesthetics of the stations
- Facilitate increased ridership on the New York City Transit System
- Bring the stations to a state of good repair
- Expedite the delivery of the work

**Subcontracting opportunities include, but are not limited to:**  
Detectable Warning Tile, Hollow Metal Door Supplier, Subway Furniture, Fare Array Glass Material, Metal Ceiling, Floor Scrubber Machines, Platform Edge Materials, Canopies, Dashboard, Handrails, AFCs, SS Guardrail, SS Handrail, CICs + Map Frames, Cast Alum Treads, Dumpsters, Field Office Equipment, Abatement Subcontractor, Token Booth Subcontractor, Painting Subcontractor, Tile + Stone Subcontractor, Cleaning, Crack and Spall Repair, Electrical Subcontractor, HVAC Subcontractor, Plumbing Subcontractor, Survey Subcontractor, Testing and Inspections.

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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**Canarsie Tube Rehabilitation and Core Capacity Improvements Project**  
Brooklyn and Manhattan  
MTA New York City Transit Contract No. A-36437  
Bid Date: January 5, 2017

**Description of project:**  
Rehabilitation of the Canarsie Tube (“L” Train) between Manhattan and Brooklyn. Rehabilitation of 1st Avenue station (at 14th Street) in Manhattan as well as Bedford Avenue station in Brooklyn. Stations will be made ADA compliant.

**There are many subcontracting opportunities. Please note an NDA will be required prior to receiving a copy of project drawings.**

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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**Replacement of Suspender Ropes and Rehabilitation of the Main Cable**  
George Washington Bridge between New York and New Jersey  
PANYNJ Contract No: GWB-244.048  
Bid Date: January 12, 2017

Subcontracting opportunities include but are not limited to, Painting, Lead Abatement, Containment and Disposal, Electrical—Temporary and Permanent Utilities, Luminaires, Necklace Lighting, Mechanical Piping—Dehumidification Lines and Equipment, Hazardous and Contaminated Material Haul and Disposal, Clearing, Grubbing, Soil and Rock Excavation, Rebar—Furnish and Installation, Fence—Furnish and Installation, Architectural Finishes—Pedestrian Walkway Tiling, Railing, Signage, SS Mesh etcetera, CMU Wall—Furnish and Installation, Armored + Armorless Joints—Furnish and Installation, Line Striping, Engineering, Detailing, Concrete Sawcutting—Pedestrian Sidewalk, Bolt + Welding Inspection, Structural Steel, Precast Concrete, Dehumidification Cable Wrapping, Dehumidification Cable Sleeves, Dehumidification Equipment, Rebar, Concrete, Formwork, Bridge / Roadway Joints, MPT Materials, Wire Splicing Materials, Main Cable Wire Wrapping Materials, Suspender Rope Materials, Bearings—Elastomeric and Multi-Rotational, Backfill Materials, Sidewalk Pedestrian Railing. Please see contract documents for further opportunities.

Interested firms please contact John Papagiannakis at Skanska Koch Inc., [john.papagiannakis@skanska.com](mailto:john.papagiannakis@skanska.com)

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