

5 Management Challenges Construction Firms Will Face After COVID-19

[Article was originally posted on
www.constructconnect.com]

By Derek Jones,

With confirmed U.S. cases of COVID-19 standing at 1.87 million, with over 108,000 of those cases resulting in death, to have even a fleeting thought of returning to the pre-COVID-19 workloads is not just lofty, it's wishful thinking. Construction firms are often an early forecast of the financial times because residential construction is normally considered a "luxury" item by the homeowner, and the ability to freeze capital funds in times of uncertain business futures almost guarantees that new construction is the first fat that is trimmed from most budgets.

What does this mean for construction firms moving forward? Lots of uncertainty, unemployment, and subcontractors without the financial reserves to withstand the shaky and fearful consumer may very well face bankruptcy. What do construction firms need to prepare themselves for as the country slowly starts to rebuild a sense of normalcy? These five challenges will prove to be nearly universal in the construction industry in post-COVID-19 industry:

The Roles and Responsibilities of Managing People in the Construction Industry

If you're the superintendent on the job, and you have a crew of sanitary welders that are needed in a food manufacturing facility for emergency weld repairs, are you at the door with a thermometer?

Are you collecting doctors notes from your skilled labor stating that they are in good health and can be at the job site without fear of contaminating food products, driving a potential recall, or causing a consumer illness that has the power to ruin even the most trusted of brands right now? If it's not the superintendent telling the crew to say "aah," who will perform this function in management?

Solution: Construction companies need to assign this administrative task to their payroll or human resources staff and have this documentation at the ready for their crews that are tasked with facilities with heightened screening.

Supply Chain Bottlenecking and the Potential Breakdown of the Current Supply Chain

Identifying secondary suppliers early on and keeping raw materials at the ready. You may be employed by a fiscally stable corporation with or



ders backed up into the first quarter of 2025, but if you can't get raw material in, you can't construct a paper sack.

What can you do to ensure that the delay in swinging a hammer isn't because you can't get your hands on the nails it should be driving in? You act early. There is a time for a secondary and third-string, and this is that time. All of those business cards that you have collected from vendors over the years, that have been in the middle desk drawer in case of emergency? Today is the day to break the glass.

Solution: Construction superintendents need to have their supply chains evaluated, and confirm that any secondary suppliers can roll materials to them with expedited lead times in the event that current suppliers cannot deliver.

Without New Business, Can You Stay In Business?

Without new business slated, due to homeowners becoming unemployed or facing unemployment, and fearful corporate budget overseers chopping the slated capital projects to keep available cash and credit on hand for the "what ifs," subcontractors are facing bankruptcy in mass numbers and that puts lifelong construction professionals in the unemployment line.

In this scenario, it isn't a bid revision or a warranty on the house that will get a project approved.

This is completely out of your hands, and that isn't something that most construction superintendents are familiar with.

Architects reported the slowdown in new business several months ago. In the downhill trek to construction, the prints hung a left at financial catastrophe instead of taking a right at the office of new construction.

Solution: Construction superintendents need to be prepared to branch into residential work while it is there and begin bidding state and government agency jobs as they are available in order to land jobs with guaranteed funding, such as government agency work.

Will Skilled Labor Still Be There Waiting For Work?

If there are mass layoffs due to lack of noncritical construction, those construction professionals will move into jobs that are sending them home with a paycheck while they wait for the industry to recover. In other cases, they will simply move to the area that does have some work for them and put down roots there until the work dries up. The problem with this is not all of those skilled labor providers will return when the projects start to be released for construction.



California Sub-Bid Request Ads



Is requesting quotes from certified and qualified **SBE, MBE, WBE, DBE** Subcontractors, Suppliers, and Service Providers for the following (but not limited to) work:

SUBS/SERVICE PROVIDERS

Clear & Grub, Construction Stake, Core & Saw, Demo Minor, Electrical, Landscape, Erosion Control, Paint, Pavement Grinding, Plane AC, Paving AC, Rebar, Signs Roadside, Stripe & Mark, Traffic Control, Trucking Dirt Haul, Trucking High/Low Haul, Water Proof Building, Security Guard Service

SUPPLIERS

Aggregate, Conc Pumping, Const Supply-Gen, Equipment Rent-Small Only, K-Rail, Pipe PVC, Precast Conc Pipe, Ready Mix Conc

City of Oceanside

Pure Water Oceanside - Conveyance Contract
Oceanside, San Diego County, California

BID DATE: July 1, 2020 at 2:00 p.m.

All Quotes Due Prior

Sukut Construction, LLC

4010 W. Chandler Avenue, Santa Ana, CA 92704

Contact: Eric Bodyfelt

Phone: (714) 540-5351 • Fax: (714) 545-2003 • Email: estimating@sukut.com

Plans/specs are available for viewing at our office by appointment, by Sukut FTP, or from Owner. Subcontractors must be prepared to furnish 100% performance and payment bonds and possess current insurance and workers' comp coverage. Sukut will assist qualified subcontractors in obtaining bonds, insurance, and/or lines of credit. Subcontractors/Vendors will be required to sign Sukut's Standard Subcontract/Purchase Order. Copies are available for examination. Please contact Eric Bodyfelt at Sukut Construction for assistance in responding to this solicitation.

Sukut Construction's listing of a Subcontractor in its bid to the agency is not to be construed as an acceptance of all the Subcontractor's conditions or exceptions included with Subcontractor's price quotes. Quotations must be valid for the same duration as specified by Owner for contract award.

Sukut Construction, LLC

An Equal Opportunity Employer

O.C. Jones & Sons, Inc.

1520 Fourth Street • Berkeley, CA 94710
Phone: 510-526-3424 • FAX: 510-526-0990
Contact: Jean Sicard

REQUEST FOR DBE SUBCONTRACTORS AND SUPPLIERS FOR:

Roadway excavation, HMA (Type A), RHMA-G, drainage & erosion control
Hwy 29 Lower Lake, Lake County
Caltrans #01-0E7204

BID DATE: June 23, 2020 @ 2:00 PM

We are soliciting quotes for (including but not limited to):

Trucking, Temporary and Permanent Erosion Control Measures, QC/QA Testing, Lead Compliance Plan, Progress Schedule (Critical Path Method), Develop Water Supply, Construction Area Signs, Traffic Control System, Portable Radar Speed Feedback Sign, Portable Changeable Message Sign, Alternative Temporary Crash Cushion, SWPPP, Rain Event Action Plan, Storm Water Sampling, Analysis & Report, Sweeping, Treated Wood Waste, Contractor Supplied Biologist, Natural Resource Protection Plan, Invasive Species Control, Clearing & Grubbing, Roadway Excavation, Shoulder Backing, Bonded Fiber Matrix, Hydromulch, Hydroseed, Compost, Asphalt Binder (Geosynthetic Pavement Interlayer), AC Dike, Tack Coat, Cold Plane AC, Rail Element Wall, Cable Anchorage System, Cured-In-Place Pipeliner, Mechanically Stabilized Embankment, Structural Concrete, Underground, Geomembrane (Water Barrier), Corrugated Steel Pipe, Abandon Culvert, Adjust Inlet, Sand Backfill, Rock Slope Protection, Jacked Welded Steel Pipe, Fencing, Delineator, Pavement Markers, Object Marker, Roadside Signs, Midwest Guardrail System, Vegetation Control (Minor Concrete), Cable Railing, Alternative In-Line Terminal System, Striping & Marking, Rumble Strip, and Construction Materials

Jean Sicard (510-809-3411 jsicard@ocjones.com) is the estimator on this project and he is available to provide assistance or answer questions regarding the project scope of work including bid requirements, break out of bid items, plan or spec interpretation, bonding or insurance requirements, and other bid assistance. Plans and specs are available to review at our Berkeley office, or can be sent out via Building Connected. Plans are also available under the Advertised Projects tab at the Caltrans website at: <http://ppmoe.dot.ca.gov/des/oe/contract-awards-services.html>. PDF format quotes should be emailed to the estimator or faxed to 510-526-0990 prior to noon on the date of the bid. Quotes from DBE Subcontractors, Suppliers and Truckers are highly encouraged. OCJ is willing to breakout any portion of work to encourage DBE participation. Subcontractors must possess a current DIR, Contractors License, and insurance and workers compensation coverage including waiver of subrogation. OCJ may require Performance and Payment bonds on subcontracts. OCJ will pay the bond premium up to 2% of the contract value. All subcontractors are required to execute OC Jones' standard subcontract agreement, comply with all insurance requirements, and name OCJ as additional insured. Copies of our agreement and insurance requirements are available upon request. OCJ is a Union contractor, and we are signatory to the Operating Engineers, Laborers, Teamsters, and Carpenters. OCJ is an Equal Opportunity Employer.



DIVERSITY OUTREACH

- Advertise
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Will fit right into your proposal, along with a list of interested firms to contact.

Contact Info:

795 Folsom Street, 1st Flr, Room 1124
San Francisco, CA 94107

Email: sbe@sbeinc.com

Website: www.sbeinc.com

Phone: (415) 778-6250, (800) 800-8534

Fax: (415) 778-6255

Publisher of

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weekly newspaper



California Sub-Bid Request Ads

DESILVA GATES CONSTRUCTION

11555 Dublin Boulevard • P.O. Box 2909
Dublin, CA 94568-2909
(925) 829-9220 / FAX (925) 803-4263
Estimator: ERIC ALLRED
Website: www.desilvagates.com
An Equal Opportunity/
Affirmative Action Employer

DeSilva Gates Construction (DGC)
is preparing a bid as a Prime Contractor
for the project listed below:

**2018 ARTERIAL STREET
REHABILITATION PROJECT**
Along North and South Livermore Avenue
Federal Project No. STPL-5053(31)
Disadvantaged Business Enterprise Goal
Assigned is 16%

**OWNER:
CITY OF LIVERMORE,
1052 South Livermore Avenue,
Livermore, CA 94550**

Bid Date: JUNE 24TH, 2020 @ 2:30 P.M.

DGC is soliciting quotations from certified Disadvantaged Business Enterprises, for the following types of work and supplies/materials including but not limited to:

ADJUST IRON, COLD PLANE, CRACK SEALING, MINOR CONCRETE, ROADSIDE SIGNS, STRIPING, SWPPP/WATER POLLUTION CONTROL PLAN PREPARATION, TRAFFIC CONTROL SYSTEMS, TRAFFIC CONTROL/ENGINEER, TRUCKING, WATER TRUCKS, STREET SWEEPING, HOT MIX ASPHALT (TYPE A) MATERIAL.

Plans and specifications may be reviewed at our offices located at 11555 Dublin Boulevard, Dublin, CA or 7700 College Town Drive, Sacramento, CA, or at your local Builders Exchange, or reviewed and downloaded from the ftp site at <ftp://ftp%25desilvagates.com:f7pa55wd@pub.desilvagates.com> (if prompted the username is ftp@desilvagates.com and password is f7pa55wd) or from [ebidboard https://www.ebidboard.com](https://www.ebidboard.com), or from the City's website: <http://www.cityoflivermore.net/city/gov/cdd/eng/bids.htm>.

Fax your bid to (925) 803-4263 to the attention of Estimator Eric Allred. If you have questions for the Estimator, call at (925) 829-9220. When submitting any public works bid please include your DUNS number and DIR number. For questions regarding registration for DIR use the link at www.dir.ca.gov/Public-Works/PublicWorks.html

If you need DBE support services and assistance in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies or related assistance or services, for this project call the Estimator at (925) 829-9220, or contact your local Small Business Development Center Network (<http://californiasbdc.org>) or contact the California Southwest Transportation Resource Center (www.transportation.gov/osdbu/SBTRCs). DGC is willing to breakout portions of work to increase the expectation of meeting the DBE goal.

At our discretion, 100% Payment and 100% Performance bonds may be required as a subcontract condition. This will be a PREVAILING WAGE JOB. DGC is an Equal Opportunity/Affirmative Action Employer.

DESILVA GATES CONSTRUCTION

11555 Dublin Boulevard • P.O. Box 2909
Dublin, CA 94568-2909
(925) 829-9220 / FAX (925) 803-4263
Estimator: ERIC ALLRED
Website: www.desilvagates.com
An Equal Opportunity/
Affirmative Action Employer

DeSilva Gates Construction (DGC)
is preparing a bid as a Prime Contractor
for the project listed below:

**OROVILLE BANGOR HWY REHABILITATION-
County Project No. 10661-2019-05
Federal-Aid Project No.: 36P0(009)
Disadvantaged Business Enterprise Goal
Assigned is 6%**

**OWNER:
COUNTY OF BUTTE
7 County Center Drive, Oroville, CA 95965**

Bid Date: June 23rd, 2020 @ 8:30 A.M.

DGC is soliciting quotations from certified Disadvantaged Business Enterprises, for the following types of work and supplies/materials including but not limited to:

AC DIKE, BIOLOGIST CONSULTANT, CEMENT TREAT (FDR), COLD PLANE, EMULSION SUPPLIER, EROSION CONTROL, STRIPING, SURVEY/STAKING, SWPPP PREP/WATER POLLUTION CONTROL PLAN PREPARE, TRAFFIC CONTROL SYSTEMS, TRAFFIC CONTROL MATERIAL SUPPLIER, UNDERGROUND, TRUCKING, WATER TRUCKS, STREET SWEEPING, HOT MIX ASPHALT (TYPE A) MATERIAL.

Plans and specifications may be reviewed at our offices located at 11555 Dublin Boulevard, Dublin, CA or 7700 College Town Drive, Sacramento, CA, or at your local Builders Exchange, or reviewed and downloaded from the ftp site at <ftp://ftp%25desilvagates.com:f7pa55wd@pub.desilvagates.com> (if prompted the username is ftp@desilvagates.com and password is f7pa55wd) or Digital bid documents (Plans and Special Provisions) may be obtained for free at the Butte County Public Works Website at: <http://www.buttecounty.net/publicworks/projects.aspx>.

Fax your bid to (925) 803-4263 to the attention of Estimator Eric Allred. If you have questions for the Estimator, call at (925) 829-9220. When submitting any public works bid please include your DUNS number and DIR number. For questions regarding registration for DIR use the link at www.dir.ca.gov/Public-Works/PublicWorks.html

If you need DBE support services and assistance in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies or related assistance or services, for this project call the Estimator at (925) 829-9220, or contact your local Small Business Development Center Network (<http://californiasbdc.org>) or contact the California Southwest Transportation Resource Center (www.transportation.gov/osdbu/SBTRCs). DGC is willing to breakout portions of work to increase the expectation of meeting the DBE goal.

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DESILVA GATES CONSTRUCTION

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Dublin, CA 94568-2909
(925) 829-9220 / FAX (925) 803-4263
Estimator: ERIC ALLRED
Website: www.desilvagates.com
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Affirmative Action Employer

DeSilva Gates Construction (DGC)
is preparing a bid as a Prime Contractor
for the project listed below:

**2020 PAVEMENT MAINTENANCE - PHASE 2
Federal Project No. STPL-5318 (031)
Disadvantaged Business Enterprise Goal
Assigned is 14%**

**OWNER:
CITY OF CUPERTINO
10300 Torre Ave. Cupertino, CA 95014**

Bid Date: JUNE 30TH, 2020 @ 2:00 P.M.

DGC is soliciting quotations from certified Disadvantaged Business Enterprises, for the following types of work and supplies/materials including but not limited to:

ADJUST IRON, COLD PLANE, SLURRY SEAL, STRIPING, SURVEY/STAKING, SWPPP/WATER POLLUTION CONTROL PLAN PREPARATION, TRAFFIC CONTROL SYSTEMS, TRAFFIC CONTROL MATERIAL SUPPLIER, TRAFFIC CONTROL/ENGINEER, TRUCKING WATER TRUCKS, STREET SWEEPING, RUBBERIZED HMA (GAP GRADE) MATERIAL.

Plans and specifications may be reviewed at our offices located at 11555 Dublin Boulevard, Dublin, CA or 7700 College Town Drive, Sacramento, CA, or at your local Builders Exchange, or reviewed and downloaded from the ftp site at <ftp://ftp%25desilvagates.com:f7pa55wd@pub.desilvagates.com> (if prompted the username is ftp@desilvagates.com and password is f7pa55wd) or from the City's website under "Open Bids" at <https://apps.cupertino.org/bidmanagement/index.aspx>.

Fax your bid to (925) 803-4263 to the attention of Estimator Eric Allred. If you have questions for the Estimator, call at (925) 829-9220. When submitting any public works bid please include your DUNS number and DIR number. For questions regarding registration for DIR use the link at www.dir.ca.gov/Public-Works/PublicWorks.html

If you need DBE support services and assistance in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies or related assistance or services, for this project call the Estimator at (925) 829-9220, or contact your local Small Business Development Center Network (<http://californiasbdc.org>) or contact the California Southwest Transportation Resource Center (www.transportation.gov/osdbu/SBTRCs). DGC is willing to breakout portions of work to increase the expectation of meeting the DBE goal.

At our discretion, 100% Payment and 100% Performance bonds may be required as a subcontract condition. This will be a PREVAILING WAGE JOB. DGC is an Equal Opportunity/Affirmative Action Employer.





California Sub-Bid Request Ads

TMM Enterprises Group, Inc
is seeking qualified **MBE/DBE/WBE/OBE**
Suppliers for

**130128R1 - IFB 130128R1 -
12-INCH REGULATOR AND RELIEF
VALVES FOR CORONADO TRUNK LINE**

Owner: Los Angeles Water & Power

BID DATE: 06/26/20 @ 2:00 PM

Seeking:

- Industrial Valve Manufacturing

TMM Enterprises Group, Inc

Contact: Terrence Payne

5042 Wilshire Blvd #517

Los Angeles, CA 90036

Phone: 323-376-0162

Email: info@tmminfo.biz

TMM Enterprises Group, Inc will assist qualified subcontractors in obtaining bonds, insurance, and/or lines of credit.

**GOLDEN GATE
CONSTRUCTORS**

11555 Dublin Boulevard

Dublin, CA 94568-2909

Phone: (925) 829-9220

Estimator: MICHAEL GATES

Website: www.desilvagates.com

Golden Gate Constructors (GGC)
is preparing a bid as a Prime Contractor
for the project listed below:
**CONSTRUCTION MANAGER/
GENERAL CONTRACTOR SERVICES FOR THE
AIRFIELD IMPROVEMENT PROGRAM 2020/2021**
Contract No. 11656.71

OWNER:

CITY AND COUNTY OF SAN FRANCISCO
San Francisco International Airport
674 West Field Road, San Francisco, CA 94128

BID DATE: JUNE 24, 2020 @ 12:00 P.M.

We hereby encourage responsible participation of certified Disadvantaged Business Enterprises, and solicit their subcontractor or materials and/or suppliers quotation for the following types of work including but not limited to:

COLD PLANE, CONSTRUCTION SITE MANAGEMENT, CPM SCHEDULING CONSULTANT, ELECTRICAL, EMULSION SUPPLIER, MINOR CONCRETE STRUCTURE, PAVEMENT GROOVING, SITE SECURITY, STRIPING, SURVEY/STAKING, SWPPP/WATER POLLUTION CONTROL PLAN PREPARATION, TESTING, UNDERGROUND, TRUCKING, WATER TRUCKS, STREET SWEEPING, AGGREGATE BASE MATERIAL, HOT MIX ASPHALT (TYPE A) MATERIAL.

Plans and specifications may be reviewed at our offices located at 11555 Dublin Boulevard, Dublin, CA or 3855 North Freeway Boulevard, Suite 100, Sacramento, CA 95834, Sacramento, CA, or at your local Builders Exchange, or reviewed and downloaded from the ftp site at <ftp://ftp%25desilvagates.com:f7pa55wd@pub.desilvagates.com> (if prompted the username is ftp@desilvagates.com and password is [f7pa55wd](http://www.sfoconstruction.com/)) or from the Owner's site at <http://www.sfoconstruction.com/>

Fax your bid to (925) 803-4263 to the attention of Estimator Michael Gates. If you have questions for the Estimator, call at (925) 829-9220. When submitting any public works bid please include your DUNS number and DIR number. For questions regarding registration for DIR use the link at www.dir.ca.gov/Public-Works/PublicWorks.html

If you need support services and assistance in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies or related assistance or services, for this project call the Estimator at (925) 829-9220, or contact your local Small Business Development Center Network (<http://californiasbdc.org>) or contact the California Southwest Transportation Resource Center (www.transportation.gov/osdbu/SBTRCs). GGC is willing to breakout portions of work to increase the expectation of meeting the DBE goal.

At our discretion, 100% Payment and 100% Performance bonds may be required as a subcontract condition. This will be a PREVAILING WAGE JOB. GGC is an Equal Opportunity/Affirmative Action Employer.

NBC Construction & Engineering INC.

as a "GENERAL CONTRACTOR" is requesting proposal on "ALL TRADES" from all subcontractors & suppliers, including DVBE, LBE, DBE, SBE, MBE, WBE firms for the following project:

**INTERIOR LIGHTING UPGRADE AT
BROOKVALE ES & UNDER CABINET
LIGHTING AT COIL**

BID NO. 341-07-02-20

BID DATE & TIME: 7/2/2020 @2:00PM

PROJECT LOCATION:

Brookvale ES

3400 Nicolet Ave. Fremont, CA 94536

Owner: FREMONT UNIFIED SCHOOL DISTRICT

NBC Construction & Engineering Inc.

850 South Van Ness Avenue

San Francisco, CA 94110

Phone # 925-324-2727 • Fax # 800-622-9144

All Bidders are hereby notified that the District has a Labor Compliance Program (LCP) -Prevailing Wages in effect on this Project and all contractors and subcontractors bidding this project will be required to comply with the LCP. In addition, All the Certified Payrolls (CPR) must be reported through Elation System and DIR website. Bidder is responsible for all shipping and handling fees. Documents and plans are available for viewing on the District website at, www.fremont.k12.ca.us/bids. Or contact us.

Please Submit & Fax all proposals
to 800-622-9144
For more information,
Please call Mike Schalchi at (925)-322-7473

NBC Construction & Engineering INC.
as a "GENERAL CONTRACTOR" is requesting proposal on "ALL TRADES" from all subcontractors & suppliers, including DVBE, LBE, DBE, SBE, MBE, WBE firms for the following project:

**ANDREW HILL HIGH SCHOOL DW
INFRASTRUCTURE ADA WALKWAY
BID NO. B-18-19-20**

BID DATE & TIME: 7/8/2020 @2:00PM

PROJECT LOCATION:

ANDREW HILL HIGH SCHOOL

3200 Senter Road, San Jose, CA 95111

Owner: East Side Union High School District

NBC Construction & Engineering Inc.

850 South Van Ness Avenue

San Francisco, CA 94110

Phone # 925-324-2727 • Fax # 800-622-9144

All Bidders are hereby notified that the District has a Labor Compliance Program (LCP) -Prevailing Wages in effect on this Project and all contractors and subcontractors bidding this project will be required to comply with the LCP. In addition, All the Certified Payrolls (CPR) must be reported through Elation System and DIR website. Bidder is responsible for all shipping and handling fees. Documents and plans are available for review by downloading from the District's website, <http://thebond.esuhsd.org/contractorsbidders/capital-purchasing/current-rfq-rfp-bids/>, using the Capital Planning and Development link. Or contact us.

Please Submit & Fax all proposals
to 800-622-9144
For more information,
Please call Mike Schalchi at (925)-322-7473

CAHILL CONTRACTORS LLC & NIBBI
request bids from Certified SBE
Subcontractors and Suppliers for the following
SELECT TRADES ONLY:

Exterior Building Maintenance (Design-Build) /
Fire Sprinkler (Design-Build) / Solar Photovoltaic
(Design-Build) / Elevators (Design-Assist)

HUNTERS VIEW BLOCKS 14 & 17 -

EARLY TRADES

Middle Point Road, San Francisco CA

This is an OCII project with construction work-force and prevailing wage requirements.

BID DATE: 7/10/20 @ 2 PM

BID DOCUMENTS: Please contact Colby for access to documents on BuildingConnected.

CONTACT:

Colby Smith at estimating@cahill-sf.com,
(415) 677-0611.

Visit www.sbeinc.com to
download a PDF version of the latest
SBE Newspaper and SBE Newsletter



How Women Are Changing the Tech-landscape of Start-up Ecosystem

[Article was originally posted on www.entrepreneur.com]

By Anjali Jain,

The Golden Age for women entrepreneurs has started. The stars have adjusted to help trigger the trend as strong ecosystems produce ambitious females outfitted with inspiration, know-how and funding. As of late, the number of women entrepreneurs has been growing at twice the rate of their male counterparts.

Then again, although this growth is at a furious rate, the speed at which opportunities open up to allow women entrepreneurs to grow their businesses is standing still. Most demonstrably, high-growth women entrepreneurs are thwarted in gaining access to and raising the capital they need to grow.

I've seen numerous VCs discounting or undervaluing businesses started by women because the VCs second-guess the women's commitment to their businesses.

The Math - What VCs Need to Know About the Impact of Women Entrepreneurs:

Women start companies with almost half of the capital than males. Female-founded companies are drastically less likely to raise equity financing from angels and VCs than male-founded companies: 3.6% vs 14.4%

Women have leadership skills and the abilities required to build and scale businesses. While the number is still a blip-sized fraction – of 171,842 women-owned businesses that generate \$1M or

more in revenue, the growth rate is 5x that of male entrepreneurs.

In the interim, some think about whether the tech culture problem may require a less numbers-solution. The impact of putting too much value on data dangers trivializing women's personal experiences. If Microsoft one day releases tech diversity data that showed gender parity in its enrollment, a woman who voices discontent with its culture may be viewed as wanting too much.

Meanwhile, setting measured human resources targets may start to shift the gender proportion at tech companies, but that won't address the fundamental problems that make tech culture and executive boardrooms so unwelcoming to women.

Open commitments to change the tech world's culture, using computable targets, could be the path towards more diversity.

As of late, the World Economic Forum anticipated that the worldwide gender pay gap, at the rate we are going, won't be met until 2186.

For representation on boards it's somewhat better, however when over a century is your timeline, that is a low hurdle to clear. On a comparative note, a research firm that focusses on board recruitment, anticipated for the current year that the board of directors for 3,000 largest companies in the United States would be split 50/50 men and women by 2055.

My Advice to VCs

- Take the time to investigate women-founded companies.
- Invest in women entrepreneurs. Be a mentor to these women. Give them constructive feedback.
- Help them navigate through the initial challenges of raising capital so they can breakthrough the gender biases at first pitch.

My Advice to Women Tech Entrepreneurs

- Reach out to women who are entrepreneurs.
- Before you go out and raise capital, reach out to VCs for mentorship not money.
- Be bold, be brave – you are going to have to make twice the impact and twice the noise to be heard.

My Advice to all CEOs

- It's not enough to have women entrepreneurs. We need more women in leadership positions.
- Identify women who have the passion and interest to grow and groom them for leadership - give them guidance and help instill confidence.

Women-at-Work in Tech Companies

- Create a roadmap for yourself and work towards it.
- Communicate opportunities for your growth to your management.

Change is coming, but it requires all of us to do our part.

5 Management Challenges Construction Firms Will Face After COVID-19

■ Continued from page 1

This has the potential to leave construction sites full of green and unskilled laborers. The results are visible in craftsmanship that is subpar at best and projects that are over deadline and over budget. Site superintendents will then attempt to address the punch lists that green labor always leaves in their wake, countless hours and repairs down the drain to keep your client satisfied at the cost of the small profit margin the job had to begin with.

Solution: Be prepared to offer pay incentives to your long time, skilled employees. Superintendents need to be ready to serve as utility trainers in the field if the labor shortage mandates it.

Travel Bans And Restrictions Hurt Mobile Staff

Quarantine and travel bans that are dependent on state and sometimes county leaders don't bode

well for migratory staff, such as construction skilled labor. If your firm is fortunate enough to have a new build in Opa Locka, Florida, but your block masons are all stuck in Atlanta waiting out a travel ban, you now have an entirely new set of problems on your hands.

Nearly every skilled labor set has traveling crews. Roofing, welding, demo, carpentry, painting, all of the skilled labor will tell you that they go where the work is. Yet, when travel bans, face masks, and self quarantines threaten to put your contractors in a corner, you're facing issues that you've never faced. It is of the utmost importance to incorporate a Plan B, Plan C, and, yes, even a Plan D.

Solution: You should have corporate travel funds ready to wire to your crews if they are caught under travel bans. Open credit lines with rental car agencies that have nationwide locations and

ensure your crews have at least one licensed driver traveling with them. Open credit lines with nationwide hotel chains and be prepared to have delayed travel times that may affect the timeline on your open jobs.

All construction professionals have seen lean times at one point or another in their career. It is important to remember that this is not a situation that you can control, and it is best to keep your stress levels as manageable as possible in times of upheaval and change. If you focus on the items that you can rectify, such as identifying new suppliers and combing through bids to ensure that the markups are at a bare minimum to keep the cash flow coming in the door, this can help with the work-based anxiety.

SOURCE: <https://www.constructconnect.com/blog/5-management-challenges-construction-firms-will-face-after-covid-19>