

## Step Inside the Jobsite of the Future

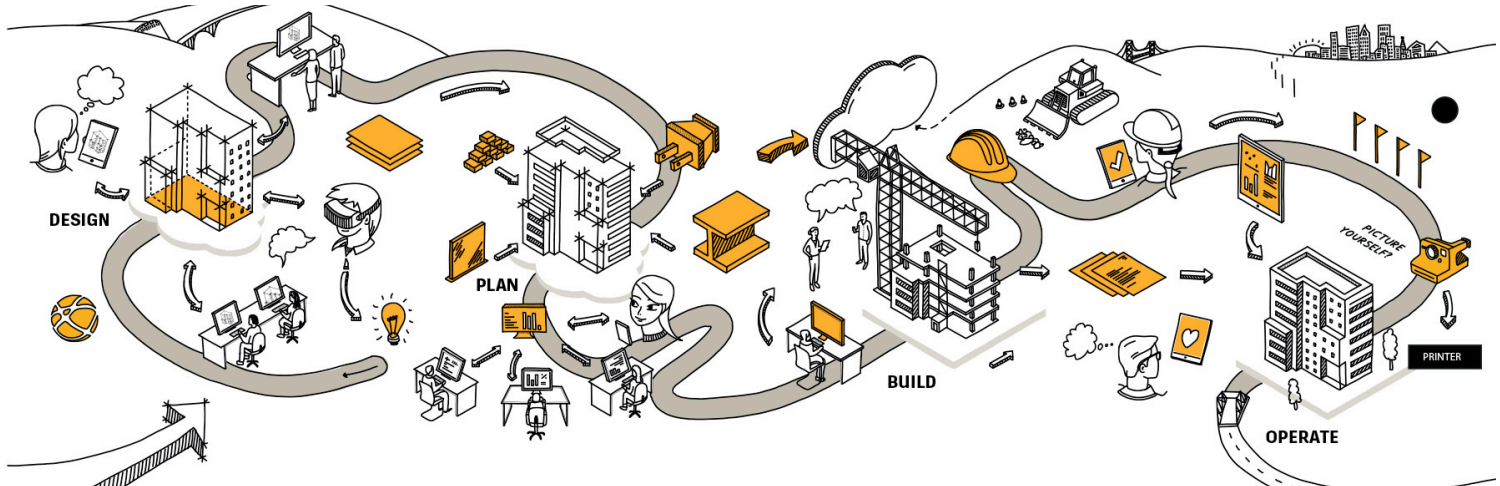


Image credit constructionblog.autodesk.com

[ Article was originally posted on Autodesk Construction Cloud Blog. [constructionblog.autodesk.com](http://constructionblog.autodesk.com) ]

By Allison Scott,

The construction lifecycle has traditionally been anything but connected. If you've worked in the industry, you're all too familiar with the impact of disconnected processes and data. Today, most construction sites are plagued by a lack of communication between the numerous teams involved on-site. Contractors and trade specialists often find themselves working with outdated data and plans that are riddled with errors and omissions. Data silos, disconnected teams, and poor visibility into real-time information negatively impacts project performance, leaving stakeholders pointing fingers instead of celebrating a job well done.

Construction is a highly collaborative process, but it's also very fragmented. Poor data and disconnected information are leading to costly delays, rework, and waste. No wonder the U.S. construction industry alone lost \$177 billion from poor data and communication in 2018, according to a report from FMI.

The time has come to rethink construction at every stage. This starts with building a foundation that connects teams, lifecycles, and projects; a new era of connected construction.

At Autodesk, we're building a new model for the construction industry. With the launch of Autodesk Construction Cloud™, we're delivering comprehensive, integrated technology that seamlessly connects the office, trailer, and the field. Beyond making construction more sustainable, safe, and profitable, we believe that a stronger

digital foundation can better position companies to help solve major world issues, from meeting the world's expanding infrastructure and housing demands to protecting the environment.

At the heart of connected construction is data. Connected data and digitization can help streamline workflows, improve the way teams work, and cultivate innovation so you can turn lagging indicators into leading indicators. And connected data is the backbone of Autodesk Construction Cloud™.

So, what do the new, connected construction sites of tomorrow look like? Let's explore below.

### Inside the Construction Lifecycle of Tomorrow

Autodesk Construction Cloud combines next generation technology, a robust network of professionals, and powerful insights to help businesses thrive. The software fosters collaboration and a seamless flow of information from design and planning to build and operations, for millions of people and projects around the world.

#### Design

This phase is about making the design more relatable to the rest of the stakeholders, and over time it gets more precise as the team begins to leverage and share project data like materials, size, scale, cost, and schedule to inform project decisions sooner. Integrated technology lets project teams collaborate on coordinated, shared designs – regardless of location, role in the project, or stage of the project.

With Autodesk Construction Cloud, the architect, engineers, contractor, and owner are all able to use powerful visualization tools, intelligent models, and embedded data to design and collaborate

in real-time in the cloud. In turn, this improves communication and collaboration amongst the entire team, making it easier to arrive at agreed-upon design solutions sooner.

#### Plan

As design collaboration deepens, planning and preconstruction teams start to add valuable context like cost, schedule, and procurement. Using connected construction software, the team can leverage the design data and models to accurately create estimates and uncover potential problems before construction begins.

Preconstruction and construction operations teams require access to the same models, plans, estimates, and documents. Typically, this information is manually transferred into project management software, a time-consuming process that can result in missing files and data errors. Now using the native integrations in Autodesk Construction Cloud, teams can instantly transfer files between the plan and build phases to automatically start a project record, sidestepping manual project creation and quickly getting teams up to speed. Whether on a desktop or a mobile device – information is immediately accessible.

With Autodesk Construction Cloud, teams can also leverage the industry's largest builder's network to find and select the best team for the job in the bidding phase. Instead of relying on your rolodex, you can now tap into all the talent across the market, increasing your ability to manage bids and quickly build the right team.



# California Sub-Bid Request Ads

## SUKUT CONSTRUCTION

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

### SUBS/SERVICE PROVIDERS

SWPPP, Erosion Control, Traffic Control, Signage, Striping, and Rebar

### SUPPLIERS

Concrete

## FOR CONSTRUCTION ON STATE HIGHWAY IN INYO COUNTY NEAR SHOSHONE AT 0.5 MILE EAST OF SOUTH JUNCTION ROUTE 178

In District 09 On Route 178

Contract No. 09-363404

DVBE GOAL 3%

**BID DATE: July 8, 2020 at 2:00 p.m.**

All Quotes Due Prior

### Sukut Construction, LLC

4010 W. Chandler Avenue, Santa Ana, CA 92704

Contact: Rick Welshiemer

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

### 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](http://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.esusd.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](mailto:estimating@cahill-sf.com),  
(415) 677-0611.



## SBE OUTREACH SERVICES

With 1.5 million businesses in our database, SBE is California's #1 source for diversity outreach.

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Targeted mailings sent to businesses per your criteria.

### Telemarketing

Telephone follow-up calls that follow a script of 5 questions you create.

### Computer Generated Reports

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](mailto:sbe@sbeinc.com)

Website: [www.sbeinc.com](http://www.sbeinc.com)

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

Fax: (415) 778-6255

### Publisher of

Small Business Exchange  
weekly newspaper



# California Sub-Bid Request Ads



**INVITATION TO PREQUALIFY AND BID FOR  
CENTRAL UTILITY PLANT MISCELLANEOUS  
IMPROVEMENTS  
JOHN WAYNE AIRPORT  
PROJECT NO: P404  
APPLICABLE TRADES**

Demolition; Concrete/Rebar; Misc. Metals; Roofing (patching) Painting; Plumbing; HVAC; Electrical; Fire Alarm; Data/Comm; Trailers; Chain-link Fence & Gate; Fireproofing.

**APPLICANTS**

Prequalified Trade Contractors will be eligible to bid the project. If interested in prequalifying and bidding, please contact [vmiguel@swinerton.com](mailto:vmiguel@swinerton.com) or 213.896.3439 for the prequalification forms. Do NOT contact the County of Orange, John Wayne Airport, Architect or any of the project Consultants. All queries direct to Swinerton.

**REQUIRED SUBMITTALS**

1. Submit all documents required for Swinerton Prequalification.
- a. Visit: <http://www.swinerton.com/subcontractors/subcontractor-prequal>.
2. Complete Review of and Sign Swinerton Master Service Agreement.

**DUE DATE FOR PREQUALIFICATIONS  
APPLICATIONS**

Monday, June 29, 2020 1:00PM PST

**PROJECT INFORMATION AND DESCRIPTION:**

This project is located at John Wayne Airport in Santa Ana. Scope includes upgrades of existing mechanical equipment in the John Wayne Airport Central Utility Plant. The mechanical equipment being upgraded or replaced include installation of new air handling units, upgrade of emission controls systems, addition of a new water treatment system for cooling towers, and extension of exhaust stacks.

**ANTICIPATED BID START DATE**

Wednesday, July 1, 2020 1:00PM PST

**DUE DATE FOR BID RFI's**

Friday, July 10, 2020 1:00PM PST

**DUE DATE FOR TRADE CONTRACTOR BIDS**

Friday, July 24, 2020 at 1:00PM PST

Submit Bids to Swinerton Estimating at:

[EstimatingLA@swinerton.com](mailto:EstimatingLA@swinerton.com)

Swinerton is an Equal Employment Opportunity, Minority, Women, Disability, and Veteran Employer

Balfour Beatty Infrastructure, Inc. (BBII) is bidding as a Prime contractor and encourages all qualified Subcontractors and Suppliers to submit quotations for the following project. Balfour Beatty is a Union Contractor and this is a public works project. Subcontractors must be registered with the Department of Industrial Relations before the bid date.

**Project Description:** Filter Plant and Clearwell Improvements, Phase 1A

**Project Location:** Martinez, CA

**Owner:** Central Contra Costa Sanitation District (CentralSan)

**Contract No.:** DP 7361

**Bid Date:** Prime Contractors: **Wednesday, July 22, 2020 at 2:00pm**

Subcontractors: **Monday, July 20, 2020 at 2:00pm**

This is a design-bid-build project and subcontractor scopes must be based on the General/Special Provisions, and the Project Definition and Reference Documents provided. It is recommended that interested subs contact Balfour Beatty Infrastructure well ahead of the due date to discuss scope and quantities.

**SUBCONTRACTOR BIDS ARE SOUGHT FOR THE FOLLOWING TRADE(S)**

*Aggregate, Ready Mix, Cathodic Protection, Ceiling Suspension, Concrete Forms and Accessories, Concrete Pumping and Special Placement, Doors, Electrical, Fabricated Steel Pipe, Flexible Pavement - Asphalt (AC), Handrails and Railing, Pipe Support, HVAC, Joint Seal, Masonry, Mechanical, Misc. Metals, Misc. Valves, Paints and Coating, Pipe Insulation, Plaster and Gypsum Board, Pre-Engineered Structure, PVC/CPVC Pipe & Valve, Reinforcing Steel, Storage Tank, Structural Steel, and Thermal Protection.*

**PLANS & SPECIFICATIONS:** Project Bid Documents may be obtained from the Project Owner or you may view them at BBII's office by appointment. For your convenience, you may also view and download plans by following this link maintained by BBII: <https://securecc.smartinsight.co/#/PublicBidProject/521698>

Subcontractors and Suppliers are responsible for reading and acknowledging all Specifications and Addenda.

**BONDING & INSURANCE:** Subcontractors may be required to furnish insurance evidencing coverage and performance and payment bonds in the full amount of their subcontract, by an admitted surety subject to approval by BBII. Bonding cost assistance is available. Subcontractors should expect to sign the standard BBII subcontract agreement and provide a waiver of subrogation. Please contact BBII at (707) 227-8500 for bonding and other types of assistance.

**QUESTIONS:** For questions regarding the bid, please contact Erik Golub at (707) 227-8500 , fax: (877) 763-4002, email: [ewr@balfourbeattyus.com](mailto:ewr@balfourbeattyus.com), or in writing to: 5050 Business Center Drive, Suite 250, Fairfield, CA 94534.

Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Subcontractor scope (including any conditions or exceptions) is required one week prior to bid deadline, to allow proper evaluation. To assist DBE Subcontractors and Suppliers, we will divide total scopes into smaller tasks or quantities, and if necessary adjust schedules to permit maximum participation by DBE firms. Subcontractors are required to indicate all lower-tier DBE participation offered on their quotation.

**PLEASE RESPOND TO THIS AD AS SOON AS POSSIBLE IF INTERESTED IN BIDDING  
VIA EMAIL, FAX OR TELEPHONE AS SPECIFIED ABOVE. THANK YOU.**

**Request for DBE Subcontractors/Subconsultants/Vendors and Suppliers with California DBE Certification**

**Project:** El Portal Undercrossing Project, CIP: 1146900 IFB: SOL567271

**Owner:** San Diego Association of Governments (SANDAG)

**BID SUBMITTAL DATE:** July 14, 2020 at 2:00 p.m. (Per Addendum 2)

**Request for DBE Subcontractors/Subconsultants/Vendors and Suppliers quotes with California DBE Certification for the following, but not limited to scopes of work:** Aggregate Supply, Asphalt Dike, Asphalt Paving, Bridge Bearing Pad Supply, CIDH Pile, Clear and Grub, Concrete Barrier, Concrete Supply, Electrical, Erosion Control, Fencing, Formliner Supply, Furnish and Erect Precast Girders, Guardrail, Landscape and Irrigation, Masonry, Minor Concrete, Misc. Metals Supply, Pipe Supply, Precast Girders, QC Testing, Railing, Ready Mix Concrete Supply, Reinforcing Steel, Roadside Signs, Rock Slope Protection, Slope Paving, Street Sweeping, Survey, Trackwork, Underground.

**PLEASE SUBMIT QUOTES BY FAX TO (760) 471-4860 OR EMAIL TO [SoCalBids@FlatironCorp.com](mailto:SoCalBids@FlatironCorp.com)**

Plans and specifications are available, at no cost from the San Diego Association of Governments (SANDAG) website: <https://www.bidnetdirect.com/sandag> (Registration Required). Additionally, plans and specifications are available at Flatiron's San Diego, CA and Chino Hills, CA offices. Please call to make an appointment to view plans and specifications.

**This project has a 16% DBE Goal. In addition to request for participation from DBE Subcontractors/Subconsultants/Vendors and Suppliers with California DBE certifications, Flatiron requests non-DBE subcontractors to provide lower-tier DBE subcontractor and/or supplier participation. Bidders are required to indicate lower-tier DBE participation, as it will be evaluated as part of their quote.**

Flatiron analyzes and considers each DBE quote, including those that are broken down into economically feasible units to facilitate bidding. Assistance in obtaining bonding, lines of credit, insurance, equipment, supplies and materials is available upon request. Additionally, please contact us if you require technical assistance.

**Quotations must be valid for same duration as specified by Owner for contract award.**

Subcontractors are required to possess and maintain a current contractor's license and must also be registered with the Department of Industrial Relations (DIR) as required by Public Contract Code Section 1725.5. Subcontractors will be required to execute Flatiron's Standard Subcontract Terms and Conditions and insurance requirements. A copy of our Standard Subcontract Terms and Conditions is available in electronic format upon request.

**Bond Requirements:** Notwithstanding any contrary language in a bid to Flatiron or any prior course of dealing between Flatiron and a bidder, and unless waived in writing by Flatiron, Flatiron reserves the right to require each bidder to provide payment and performance bonds assuring bidder's obligations to Flatiron in the amount of 100 percent of the bid to Flatiron. Flatiron will reimburse the bond premium at actual cost not to exceed 3%. The surety on the bonds must be a California admitted surety. WE ARE AN EQUAL OPPORTUNITY EMPLOYER.

**Flatiron West, Inc.**

16470 W. Bernardo Drive, San Diego, CA 92127

Phone (760) 916-9100 / FAX (760) 471-4860

Email: [SoCalBids@flatironcorp.com](mailto:SoCalBids@flatironcorp.com)

Point of Contact: Veronica Garcia, Estimating Admin.

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# California Sub-Bid Request Ads

## MCCARTHY

3721 Douglas Blvd., #180 Roseville, CA 95661  
Phone: 916-786-3833 Fax: 916-786-3234

### INVITATION TO BID

Roseville Joint Union High School District West Park High School  
McCarthy Building Companies, Inc. is requesting quotes from all certified DVBE subcontractors

**Bids will be accepted on or before July 13, 2020 at 12:00 PM (PDT)**

- Via "Building Connected" - email Serge Karageorgiou ([SKarageorgiou@mccarthy.com](mailto:SKarageorgiou@mccarthy.com)) for access to the project
- by email to Serge Karageorgiou ([SKarageorgiou@mccarthy.com](mailto:SKarageorgiou@mccarthy.com))
- or Delivered to McCarthy Building Companies, 3721 Douglas Blvd., #180 Roseville, CA 95661

**Pre-Bid RFI Deadline: July 1, 2020 at 12:00 PM (PDT).**

Submit RFIs via Building Connected or email ([SKarageorgiou@mccarthy.com](mailto:SKarageorgiou@mccarthy.com))

**Project Location:** Roseville, CA 95747

**Project Description:** Construct the West Park High School - Phase 2 - Increment 1, including but not limited to: two new classroom buildings (Buildings "F" and "S", electrical enclosure, student parking lot, fire lane, associated utilities, landscape, hardscape, etc.).

**Client's Reprographer:** ARC Northern California Planwell: [https://order.e-arc.com/arcEOC/PWELL\\_Main.asp?mem=23](https://order.e-arc.com/arcEOC/PWELL_Main.asp?mem=23)

### Public Contract Code Section 20111.6

Prequalification in compliance with Public Contract Code section 20111.6 is required for this Project. Therefore, the LLB (lease-leaseback) Entity and its mechanical, electrical and plumbing ("MEP") subcontractors (as defined by Public Contract Code section 20111.6(k)) must be prequalified prior to the LBB Entity submitting its Proposal. MEP subcontractors subject to these requirements are those with any of the following license classifications: C-4, C-7, C-10, C-16, C-20, C-34, C-36, C-38, C-42, C-43 and C-46. Proposal will not be accepted from any Respondent to this RFP who has not complied with these requirements. The District's prequalification application is available on the Internet at [www.rjuhsd.com/domain/16](http://www.rjuhsd.com/domain/16) or can be obtained at the Facilities Development Department. **The prequalification application deadline is June 30, 2020.**

### Public Works Registration Requirement

Notice is hereby given that this project is a public works project within the requirements of Division 2, Part 7, Chapter 1 of the California Labor Code, and that the LLB Entity and its subcontractors are required to be registered with the Department of Industrial Relations pursuant to Labor Code section 1725.5 at the time of bidding. The LLB Entity and its subcontractors, truckers, and any suppliers and/or vendors subject to California's prevailing wage laws must be registered with the Department of Industrial Relations prior to the due date for Proposals on this RFP.

### Education Code Section 17407.5; Public Contract Code Sections 2600 et seq.

Compliance with Education Code section 17407.5 and Public Contract Code sections 2600 et seq. is required by every trade and specialty contractor for this Project.

All subcontractors working on the project will be required to submit a monthly report for its own workforce and all sub-tier subcontractors demonstrating to the Roseville Joint Union High School District that it is in compliance with these requirements. Failure to submit a monthly report is grounds for termination.

If the subcontractor provides an incomplete report, or the report does not demonstrate compliance with the skilled and trained workforce requirements, then the District shall withhold 150% of the value of the work. The LLB Entity shall then withhold this same amount from the subcontractor until such time the issues are rectified and payment has been received from the District.

### DVBE Participation

The project has a goal of at least three percent (3%) DVBE participation in accordance with Education Code section 17076.10.

Subcontractor who are DVBE or have tier subcontractors, vendors, or suppliers who are DVBE should include with its proposal a copy of the DVBE Certification letter from the Department of General Services.

For those proposals where DVBE participation is an additional cost, the percentage and value shall be listed as an alternate to the base bid proposal.

Pacific States  
ENVIRONMENTAL CONTRACTORS, INC.

CALL LIC. NO. 723241  
11555 Dublin Boulevard  
Dublin, CA 94568-2909

Phone: (925) 803-4333 • FAX: (925) 803-4334  
ESTIMATOR: Christopher Pieri  
EMAIL: [cpieri@pacificstates.net](mailto:cpieri@pacificstates.net)

Pacific States Environmental Contractors, Inc. (PSEC) is preparing a bid as a Prime Contractor for the project listed below:

**PROJECT:**  
**900 INNES REMEDIATION PROJECT**  
Contract No. 1000016646

**OWNER:**  
**CITY AND COUNTY OF SAN FRANCISCO**  
1155 Market Street, 4th Floor  
San Francisco, CA 94103

**BID DATE: July 15, 2020 at 2:30pm**

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

**TRUCKING, DEMOLITION, SURVEY,  
ABATEMENT AND OFFSHORE WORK**

Plans and specifications may be reviewed at our office located at 11555 Dublin Boulevard, Dublin, CA or at your local Builders Exchange, or reviewed and downloaded from the City & County of San Francisco Department of Public Works Site: [https://stgint.sfdpw.org/\\_Layouts/DWPORTEL/Construction.aspx?ID=2217](https://stgint.sfdpw.org/_Layouts/DWPORTEL/Construction.aspx?ID=2217)

Fax your bid to (925) 803-4334 to the attention of Estimator Christopher Pieri or email [cpieri@pacificstates.net](mailto:cpieri@pacificstates.net). If you have questions for the Estimator, call at (925) 361-1617. 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](http://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) 361-1617, 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](http://www.transportation.gov/osdbu/SBTRCs)). PSEC is willing to breakout portions of work to increase the expectation of meeting the SBE/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. PSEC is an Equal Opportunity/Affirmative Action Employer.

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Contact us at 800-800-8534 or [sbe@sbeinc.com](mailto:sbe@sbeinc.com)

# Contract Challenges Construction Businesses Must Navigate During COVID-19

By Holly Welles

The COVID-19 pandemic has rocked many industries to their very core. Lockdowns, quarantine, social distancing, and other health-protecting procedures keep the virus from spreading, but they also create numerous challenges for businesses trying to navigate this new normal. What contract issues are construction industries facing, and how can they make their way over this hurdle?

## Essential or Nonessential?

One significant roadblock that construction companies face right now is the broad and ever-changing definition of essential, at least as it pertains to the pandemic. In some states, regulators deem construction essential and allow organizations to continue their work while making concessions for procedures like social distancing, mask-wearing, and disinfecting tools and commonly touched surfaces.

Other municipalities have placed stricter guidelines on work, even as workplaces begin cautiously reopening. In states where construction is nonessential, it becomes difficult or even impossible for businesses to meet deadlines, complete projects, and fulfill contracts. In some circles, this situation leads to contract disputes that are harder to resolve due to the viral pandemic.

## Impacts on the Supply Chain

Even in states where construction is an essential industry, companies are struggling to keep up with the growing demand, primarily because of the impact the crisis is having on global supply chains. Even if construction companies can operate, the factories and suppliers that keep them running might have closed their doors—in some cases, permanently.

These circumstances have led many business owners to try and break their contracts with suppliers, exiting the agreement to free up funds for other projects or to keep their crew paid. While the pandemic will eventually end, there is currently not enough information to allow companies to predict when that might happen, so everyone is navigating this blindly.

## Is COVID-19 a Force Majeure?

Most contracts, regardless of the parties involved, have a force majeure clause—a term that means “superior or irresistible force” in French—that allows one or both parties to exit the agreement in the event of a natural disaster or other act of God. Could the COVID-19 pandemic be a force majeure, allowing companies to exit their contracts without any kind of penalties?

This challenge is one that businesses will have to face on a case-by-case basis, as it will depend largely on the contract’s exact wording. If the force majeure clause explicitly indicates that it can apply to pandemics or outbreaks of disease, the case will be fairly cut and dried. Yet what if that specific language isn’t present? In that case, it will be up to the courts on how to rule in regard to breaking or exiting contracts.

## Dealing With Delays and Cancellations

What can construction companies do to deal with contract conflicts that arise from delays and cancellations directly related to the COVID-19 pandemic?

To start, they can ensure open communication between the company and the client. Many contracts already contain clauses that accommodate delays due to a lack of supplies, poor weather at the

jobsite, or anything else. Start by utilizing those clauses as they apply to the situation. They might not specifically relate to managing the aftermath of a viral pandemic, but they can help companies lay the groundwork for how they will respond to this unprecedented event.

According to experts, the pandemic could last up to two years, so companies may be dealing with these restrictions and contract conflicts for some time. Consider incorporating a clause in new contracts directly addressing the threat of a viral outbreak, and how the company will respond.

Exiting a contract should not be the first option on the table unless there are extreme extenuating circumstances. Negotiation will help both clients and businesses solve their problems so that both parties are happy.

## Succeeding in a Post-COVID-19 World

Hardly anyone alive today has faced the challenges that construction companies—and every industry—must now navigate. No one could have predicted the near shutdown of the global economy, forcibly closing project sites, disrupting supply chains, and delaying contract completions.

It may be some time before the COVID-19 pandemic is in the past, so it’s up to each organization to determine how they’re going to manage these contract conflicts moving forward.

## SOURCE:

<https://www.constructconnect.com/blog/contract-challenges-construction-businesses-must-navigate-during-covid-19>

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## Step Inside the Jobsite of the Future

■ Continued from page 1

### Build

The construction phase brings together the most people in the process to finalize design plans, coordinate them for constructability, and start the site enablement and construction mobilization. As plans get coordinated, site construction starts, and real-time project management and field collaboration become increasingly critical.

Whether teams are based on the jobsite or in the office, a constant communication flow is essential. With Autodesk Construction Cloud, teams can stay on top of design changes and coordinate in real-time with the full team — from the architect to trade contractors.

Powerful insights powered by analytical and machine learning tools also enable smarter decision making and help identify where risks are most likely to happen. Making it easier for teams to react in real-time with data-driven decision making.

### Operate

ork doesn’t end when construction is complete. There are finalization and closeout processes, including punch lists and commissioning. Autodesk Construction Cloud enables all building information —assets, documents, models, and more — be gathered, organized, and turned over to the owner, so they are “ready on day one” to operate the building.

With all the information at their fingertips, facilities managers have a comprehensive digital re-

cord set in one easy-to-access place to manage all building maintenance and operational needs efficiently. Even when it’s time for future renovations or rebuilds, Autodesk Construction Cloud provides all the information owners need to make cost-effective and data-driven decisions.

### Ready to Close Loop?

Information and processes that are fragmented and siloed and disconnected are costing your business. With Autodesk Construction Cloud, there is no reason for any project to be disconnected. Connect the construction lifecycle today.

SOURCE: <https://constructionblog.autodesk.com/construction-lifecycle/>



# 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](http://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:

**2020 PAVEMENT MAINTENANCE - PHASE 2**  
**Federal Project No. STPL-5318 (031)**  
**Disadvantaged Business Enterprise Goal**  
**Assigned is 18%**

### 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](mailto:ftp@desilvagates.com) and password is [f7pa55wd](ftp://ftp%25desilvagates.com: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](http://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](http://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.

Request For Certified/ Self-Certified Small Business Subcontractors & Suppliers  
From all SBA, WBE, VOSB, SDVOSB & HubZone Subcontractors/Sub-Consultants/ Vendors registered as a SBA business for:

Project Name: Repair Earthquake Damage BERM Repairs at Saltwells, Multiple Facilities  
Owner: NAVFAC Southwest

Reyes Construction is requesting bids in the areas described, but not limited to: Temporary Fence, Demolition, Gunite, Fire Sprinklers, Paint Contractor, Acoustic Ceiling, Epoxy Injection, Trucking, Biologist, QC Testing, BMP and Light Diffusers

Quotes Requested by: July 1st 2020 at 2pm

REYES CONSTRUCTION, INC.

State License Number 507561

1383 South Signal Drive, Pomona, CA 91766

Phone: 909-622-2259 • Fax: 909-622-3053

Contact: Brenda Martinez Mon-Fri 7:00 A.M - 4:00 P.M

Assistance will be available in obtaining bonds, lines of credit, insurance, necessary equipment, supplies, materials or related technical assistance.

Plans, Specifications, and Contract requirements can be viewed online at no additional cost:

- 1) Via iSqFt - please send an email request to [estimating@reyesconstruction.com](mailto:estimating@reyesconstruction.com)
- 2) Sharefile - please send an email request to [estimating@reyesconstruction.com](mailto:estimating@reyesconstruction.com)

## 3 Simple Things You Can Do to Help Your Business and Your Community at the Same Time

[ Article was originally posted on [www.entrepreneur.com](http://www.entrepreneur.com) ]

By Brian Roberts

We live in strange times.

It's hard to forecast what the next day will look like, let alone the next quarter. As business owners, we like to think we thrive in uncertainty, but for most of us, the opposite is true. With some small business across the United States losing 25% or more in revenue, or even closing outright, due to COVID-19 and the current recession (our hyper-politicized climate doesn't help either).

Maybe you don't know what to do. Or maybe you do, but you feel hesitant to act. Or maybe you're concerned about the public perception of your decisions. Fear not. Here's how to transcend the noise and uncertainty, based on examples of businesses both big and small leading the way.

### 1. Support local causes

Alex Ratacyzk has been a freelance photographer for a decade now but has worked exclusively with corporate clients and media. Despite the hyper-politicized, part recession, part pandemic we're in the midst of, Ratacyzk made an unusual choice: he started his own business, ARAT ART.

While some saw hysteria, Ratacyzk saw opportunity. To him, it was a unique opportunity to start a conversation and connect with his community — and potential customers — in a meaningful way.

He immersed himself in the first day of New York City protests, documenting what he saw, and sold the framed fine art prints on a Shopify

store, donating 100% of the profits to grassroots causes that are helping with everything from criminal justice reform to feeding the homeless.

### 2. Be mission-driven

Being mission-driven as an entrepreneur means to run your company in pursuit of a greater purpose, often for the good of humanity as a whole. And if there's any company that exemplifies this, it's Patagonia. In the past, they've gone as far as telling customers not to buy their jackets, all because they want to minimize consumption and environmental waste.

Now, they've drawn another hard line in defense of their mission, suspending Facebook and Instagram advertising. So, why the hard line with Facebook and Instagram? "For too long, Facebook has failed to take sufficient steps to stop the spread of hateful lies and dangerous propaganda on its platform," said Cory Bayers, Patagonia's head of marketing in a series of tweets Sunday. "We will pull all ads on Facebook and Instagram, effective immediately, through at least the end of July, pending meaningful action from the social media giant."

### 3. Do what's best

Five months ago when I started Talking The Talk, my social skills project, I had no idea just how much demand there would be. Thousands of subscribers later, I was at a crossroads. I was in the midst of creating a course when I noticed everything was becoming polarized. It was then I realized everyone should have access to what I was making, not just students or subscribers.

Continued on page 8





# Public Legal Notices



## GOLDEN GATE BRIDGE HIGHWAY & TRANSPORTATION DISTRICT

### NOTICE TO CONTRACTORS

**NOTICE IS HEREBY GIVEN** that sealed bids will be received by the Office of the Secretary of the District, Golden Gate Bridge, Highway and Transportation District (District) either by U.S. Postal Service addressed to its mailing address, P.O. Box 9000, Presidio Station, San Francisco, CA 94129-0601, or by courier or personal delivery to its office at the Administration Building, Golden Gate Bridge Toll Plaza, San Francisco, CA, on **Tuesday, July 14, 2020, by 2:00 p.m., Pacific Standard Time**, at which time bids will be publicly opened and read in the Board Room of said building for the following:

**CONTRACT NO. 2020-BT-011  
NOVATO BUS FACILITY UNDERGROUND  
STORAGE TANK SITE CLEANUP  
CITY OF NOVATO,  
COUNTY OF MARIN, CALIFORNIA**

This public works project consists of, in general, removing and disposing of diesel contaminated soils from the District's Novato Bus Facility located at 801 Golden Gate Plaza, Novato, CA, 94945.

The site cleanup must be completed within One Hundred Fifty (150) Calendar Days. During construction, the site will be closed to normal bus operations, except that buses and bus operators will use the dispatch building and a portion of the site that will be fenced off from the active work area as shown on the Contract Plans. Approximately one bus per hour will use the site. The contractor must coordinate the work with these bus operations.

**A pre-bid conference will be held on June 24, 2020, at 10:00 a.m., Pacific Time**, at the Novato Bus Facility Dispatcher Building, 801 Golden Gate Plaza, Novato, CA 94945. A job walk through will be conducted immediately after the meeting. While this conference is not mandatory, **the District highly recommends you attend.**

Bidders bidding as the prime contractor shall possess a valid **State of California Class A, General Engineering Contractor's License** with a minimum experience of three (3) similar projects with public agencies in the past five (5) years at the time of Contract award. All subcontractors, if any, shall be properly licensed by the State of California to perform specialized trades and shall have a minimum experience of three (3) similar projects with public agencies in the past five (5) years at the time of Contract award. Pursuant to Public

Contract Code Section 4104, each Bid Proposal must include the name and location of the place of business of each subcontractor who shall perform work or service, or install work for the prime contractor in excess of one-half of one percent (1/2 of 1%) of the bid price.

Bids must be accompanied by a deposit either in the form of cash, a certified or cashier's check, or Bidder's Bond, as described in the Contract Documents, which shall be applied to damages sustained by the District if the successful Bidder fails or refuses to enter into a contract awarded to it.

Bids shall be submitted on the District's **Proposal Forms, including all attachments**, in a sealed envelope and plainly marked with Bidder's name, and contract name and number. The successful Bidder shall furnish a Performance Bond and a Payment Bond in amounts equal to one hundred percent (100%) of the total price of the Contract. Pursuant to Public Contract Code Section 22300, the successful Bidder may submit certain securities in lieu of the District withholding funds from progress payments (retention) during the Project.

The District hereby notifies all Bidders that it is the policy of the District to ensure nondiscrimination on the basis of race, color, national origin, or sex in the award and administration of contracts.

Bidders are strongly encouraged to obtain Disadvantaged and Small Business Enterprise (DBE/SBE) participation on this Project. **DISADVANTAGED BUSINESS ENTERPRISES (DBEs) ARE, BY DEFINITION, CONSIDERED TO BE SBEs, AND ARE COVERED BY THE REFERENCES TO SBEs IN THIS DOCUMENT.** In order to achieve such participation, the District has developed procedures to remove barriers to DBE participation in the bidding and award process and to assist DBEs to develop and compete successfully outside of the DBE Program. These procedures include the establishment of a SBE Element of the District's Diversity Program for Contracts. The District has evaluated subcontracting opportunities for this Contract and determined that such opportunities exist and has established an SBE goal of 13%. Bidders must meet the contract-specific SBE goal or demonstrate good faith efforts to do so. Bidders are encouraged to attend the pre-bid meeting to better understand the applicable DBE/SBE requirements. For DBE/SBE assistance, contact Artemise Davenport, DBE Program Administrator, at (415) 257-4581.

Contractor and all lower-tier subcontractors and suppliers performing covered work shall be required to submit certified payroll and labor compliance documentation to the District electronically using LCP Tracker software.

In accordance with Section 1720 et seq. of the Labor Code, the general prevailing wage rates, as established by the Director of the California

Department of Industrial Relations, will apply to this Contract. Information about prevailing wage rates for this Project is set forth in the Special Provisions. The prevailing wage rates established by the California Department of Industrial Relations are available at <http://www.dir.ca.gov/DLSR/PWD>. Hard copies can be viewed at the District's Engineering Office or requested by mail, addressed to: Prevailing Wage Unit, Division of Labor Statistics and Research, Department of Industrial Relations, P.O. Box 420603, San Francisco, CA 94142.

Bid documents are available at no charge on the District's Procurement Portal at <https://ggbhtd.bonfirehub.com>. In order to download and respond to posted solicitations, Bidders are required to register on the District's Procurement Portal. Once registered, the documents may be downloaded. Click on the "Open Public Opportunities" page, click View Opportunity next to the desired project.

Bid Documents are also available for a non-refundable purchase price of fifty dollars (\$50) for a set of hard copies. Make checks payable to the Golden Gate Bridge, Highway and Transportation District and send it to the address below:

Engineering Department  
Golden Gate Bridge,  
Highway and Transportation District  
P.O. Box 9000, Presidio Station  
San Francisco, CA 94129-0601

Any revision to the Bid Documents will be made by a written addendum and be available on the District's Procurement Portal for download at no charge. Such addendum will become a part of the Bid Documents and be binding on all Bidders. Bidder's receipt of the addendum shall be acknowledged and so noted by each Bidder in the space provided on the Proposal Form. It is the responsibility of Bidder to check the District's Procurement Portal website for any Addenda that may be issued relative to this Contract.

Questions regarding technical information and clarifications shall be submitted in the District's Procurement Portal by clicking on the Opportunity Q & A tab of the message section of the project page. Such submissions shall be sent **no later than eight calendar days before bid opening**. Note that only written clarifications issued by the District are binding on the District. The District will post all pre-bid questions and the District's responses on the District's Procurement Portal website under Reference Number **2020-BT-011**. Bidders are encouraged to check the procurement portal website regularly.

/s/ Ewa Z. Bauer-Furbush, P.E., District Engineer  
Dated at San Francisco, this 9th day of June 2020

6/11, 6/18, 6/25/20

**CNS-3370490#**

**SMALL BUSINESS EXCHANGE**



# Public Legal Notices



## CITY & COUNTY OF SAN FRANCISCO DEPARTMENT OF PUBLIC WORKS

Sourcing Event ID 000003204 /

Contract No. 1000016646

### 900 INNES REMEDIATION PROJECT (PW 900 INNES RMDTN PRJ)

(A Federal Project Funded, in part, by the U.S.  
Environmental Protection Agency)

Bids will be received online via file upload until **2:30:00 p.m. on July 15, 2020**, after which they will be publicly opened and read online. Refer to Project Manual for further details regarding submission of Bids and Bid opening. Bid Documents, Plan Holders Lists, and Addenda may be downloaded at no cost from the Public Works Electronic Bid Documents Download site at [www.sfpbpublicworks.org/biddocs](http://www.sfpbpublicworks.org/biddocs). Please visit the Contracts, Bids and Payments webpage at [www.sfpbpublicworks.org](http://www.sfpbpublicworks.org) for more information (click on Resources > Contractor Resources). Notices regarding Addenda and other bid changes will be distributed by email to Plan Holders.

The work to be done under this contract consists of demolition of site structures, hazardous building materials abatement, removal of abandoned structures and marine debris, and remediation of upland soils and in-water sediments to approved Regional Water Quality Control Board clean up targets and general earth work. Anticipated work may include potential sewer abandonment and construction of a temporary trail at 900 Innes Avenue located in, San Francisco, California, as shown on the Construction Drawings and as specified in these Specifications. Please also see Project Labor Agreement in Section 00 52 00 Appendix A. The time allowed for completion is 180 consecutive calendar days. The Engineer's estimate is approximately \$5,750,000. For more information, contact the Project Manager, **Charlene Angsucu** at 415-629-4256.

**On July 1, 2014, the registration program under section 1725.5 of the California Labor Code went into effect. The program requires that all contractors and subcontractors who bid or work on a public works project register and pay an annual fee to the California Department of Industrial Relations ("DIR").**

**No contractor or subcontractor may be listed in a bid or awarded a contract for a public works project unless registered with the DIR as required by Labor Code section 1725.5 [with limited exceptions from this requirement for bid purposes only under Labor Code section 1771.1(a)].**

This Project shall incorporate the required partnering elements for **Partnering Level 2**. Refer to Section 01 31 33 for more details.

Pursuant to San Francisco Administrative Code ("Administrative Code") Section 6.25 and Chapter 25 of the Environment Code, "Clean Construction" is required for the performance of all work.

This Contract is subject to the requirements of Administrative Code Chapter 12X, which prohibits the City

from entering into any Contract with a Contractor that has its United States headquarters in a state with laws that perpetuate discrimination against LGBT populations ("Covered State") or where any or all of the work on the contract will be performed in any of those states. A list of states on the Covered State List can be found at: <http://sfgsa.org/chapter-12x-anti-lgbt-state-ban-list>.

The Specifications include liquidated damages. Contract will be on a Lump Sum Bid Items basis. Progressive payments will be made.

The Contract will be awarded to the lowest responsible responsive bidder.

A bid may be rejected if the City determines that any of the bid item prices are materially unbalanced to the potential detriment of the City.

Bidders are advised that this is a federal-aid project subject to equal employment opportunity provisions and Small Business Enterprise (SBE) program. **The SBE/DBE participation goal is 16%, MBE goal is 5%, and WBE goal is 4%.** Bidder shall perform good faith efforts steps if Bidder cannot meet this goal. Chapter 14B 10% Bid Discount is not applicable to this Contract. Call Selormey Dzikunu at (415) 558- 8369 for details.

A pre-bid conference will be held on **June 24, 2020 at 10:00am** via Zoom Conference. Participants are directed to the link below to join the webinar.

Please click the link below to join the webinar: <https://sfrpd.zoom.us/j/91204161221>

Telephone: Dial U.S: +1 (669) 900-6833

Webinar ID: 912 0416 1221

International numbers available:  
<https://sfrpd.zoom.us/u/acl0aXdwjy>

Refer to Section 00 21 13 Appendix C - Joining a Zoom Meeting.

For questions, please contact  
[Charlene.Angsucu@sfgov.org](mailto:Charlene.Angsucu@sfgov.org)

For information on the City's Surety Bond Program, call 415-986-3999 or [bond@imwis.com](mailto:bond@imwis.com).

A corporate surety bond or certified check for ten percent (10%) of the amount bid must accompany each bid. Administrative Code Section 6.22(a) requires all construction greater than \$25,000 to include performance and payment bonds for 100% of the contract award.

**Class "A"** license required to bid.

In accordance with Administrative Code Chapter 6, no bid is accepted and no contract in excess of Threshold is awarded by the City and County of San Francisco until such time as the General Manager of the Recreation and Park Department recommends the contract for award, and the Recreation and Park Commission then adopts a resolution awarding the Contract. Pursuant to Charter Section 3.105, all contract awards are subject to certification by the Controller as to the availability of funds. Minimum wage rates for this project must comply with the current General Prevailing Wage as determined by the State Department of Industrial Relations.

Minimum wage rates other than applicable to General Prevailing Wage must comply with Administrative Code Chapter 12P, Minimum Compensation Ordinance.

Bidders are hereby advised that the Contractor to whom the Contract is awarded must be certified by the Contract Monitoring Division as being in compliance with the Equal Benefits Provisions of Chapter 12B of the Administrative Code within two weeks after notification of award.

If a bidder objects on any ground to any bid specification or legal requirement imposed by this Advertisement for Bids, the bidder shall, no later than the 10th working day prior to the date of Bid opening, provide written notice to the Contract Administration Division, San Francisco Public Works, setting forth with specificity the grounds for the objection.

Right reserved to reject any or all bids and waive any minor irregularities.

6/25/20

**CNS-3372854#**

**SMALL BUSINESS EXCHANGE**

## 3 Simple Things You Can Do to Help Your Business and Your Community at the Same Time

■ Continued from page 6

So I decided to release my listening course for free at an initial loss to the business. But the response has been overwhelmingly positive, and has led to more revenue than had I released it outright. All because I took a stand, made a tough short-term call that was better in the long run.

What tough calls can you make to show your support for the people who need you most right now?

Ground yourself in doing good

During times like these, when so much is uncertain, focus on the basics, like supporting local causes, developing your mission and doing what's best for others. It may hurt in the short-term, but in the long run, doing what's best—not what's expedient—will win the hearts and minds of consumers; consumers who will help navigate your business through the uncertainty and sustain it through the ups and downs.

**SOURCE:**

<https://www.entrepreneur.com/article/352298>