



# BOH

## PICTURE

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Remembering  
**Robert H. Boh**

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Robert H. Boh:  
The Smartest, Yet  
Most Humble, Man  
in the Room

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From the Desk of  
Robert H.

**ROBERT HENRY BOH**—On his birthday, September 15, with his characteristic quiet sense of humor, my father proclaimed from his office that he had reached the age of “four score and seven years.” On October 20, he was gone.

On behalf of my brother, Stephen, and our family, I thank all members of the Boh Bros. and Broadmoor teams along with clients and friends of both companies for the overwhelming outpouring of sympathy and affection following my father’s death.

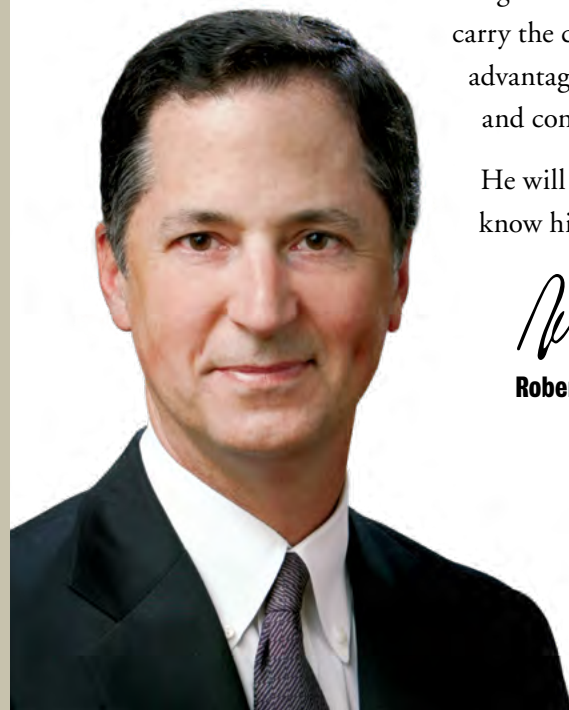
Stephen and I had the unique opportunity to see our father at work every day for over thirty years. In that time, we saw all of the qualities that have been ascribed to him by others over the past few weeks: he was a great businessman, modest, a philanthropist, a leader in our community. In summary, he was a true “gentle man.”

As I look back over his career at Boh Bros. and especially the period starting in 1967 when he succeeded his father, Henry Boh, as president of the company, I am struck by several things. He brought a more organized business approach to an operationally strong company, and this structure helped the company flourish and grow. He led the company through the period of very high wage and price inflation in the 1970’s and 1980’s; this was significant for an enterprise that enters into multi-year construction contracts for a fixed price. He was instrumental in working with organized labor in the 1980’s to preserve our company’s ability to operate as a union contractor when most of the industry went non-union. Finally, he lived our company’s core purpose of honorably serving our communities by working on the boards of many non-profit organizations and by initiating the Boh Foundation which makes numerous charitable contributions each year.

Of all of these qualities and accomplishments, the ones I admired most were his patience, fairness and flexibility. He saw the world as it was, not as he wished it would be; and he

helped the company adapt and grow to meet the requirements and challenges of changing times. Because of his leadership, we who carry the company into the future have been given a great advantage and opportunity. We must follow his example and continue to evolve and adapt.

He will surely be missed by all of us who had the honor to know him. His legacy, however, will not be forgotten.



Robert S. Boh, President

# Robert H. Boh

## The smartest, yet most humble, man in the room.

By any measure, Robert Henry Boh was an intelligent, accomplished man, but his humility and respect for others will likely be how he is best remembered. Before passing away Oct. 20, he had left a lasting legacy of decency and honesty rooted in the very heart of Boh Bros. Construction Co.



**H**is life touched countless others in his hometown of New Orleans. The ego-less, fair-minded Boh could listen to views that were obviously contrary to his own, but in a way that was respectful. In the end, if someone was right and he was wrong, he would admit it.

“Whether it was on the boards of public companies such as Hibernia Bank and Tidewater, or various non-profits such as United Way, Tulane University and Sacred Heart School, they all wanted him. They valued what he would contribute,” says his son and current company president, Robert S. Boh. “He knew how to serve and how to help. He was quiet, but when he spoke, people listened.”

It takes a certain amount of self-assuredness to put others ahead of oneself, and that, if nothing else, defines Robert H. Boh. One night in particular stands out for his son and current company vice president and treasurer, Stephen Boh. “When I was 23 or 24, he was being given an award and I said, ‘This is really cool.’ He said, ‘Yeah, it’s nice, but these other people have done far more than I have,’ and he was serious. He wasn’t being falsely modest; he was being genuine.”

Robert H. Boh led by example, and didn’t look for praise or adulation. “My dad didn’t give a speech about it. He just lived it. He was the smartest guy in any room, but he never made you feel like it.”

### A Guiding Force

In the early days of his life, Boh wasn’t pre-destined to join the family company. A graduate of Jesuit High School, he attended and eventually taught civil engineering at Tulane University.

Mike Cullen, one of his former students and a retired Boh Bros. vice president, says Mr. Boh’s first love was teaching. In fact, he continued as an adjunct professor for some years after joining the company. “Of all the people I’ve come across in the engineering world, he was by far the most intelligent,” says Cullen, who graduated from Tulane with a master’s in civil engineering.

Arthur Seaver, Cullen’s classmate at Tulane and retired senior vice president of operations, says Boh was a whiz with numbers. “He could calculate numbers in his head like I’ve never seen. We were just amazed. We didn’t use

**“He knew how to serve and how to help. He was quiet, but when he spoke, people listened.”**

—Robert S. Boh

President  
Robert S. Boh

#### On the cover:

Robert H. Boh stands in front of the newly completed second span of the Cresecent City Connection.

The BOH Picture is published for employees and friends of Boh Bros. Construction Co., LLC

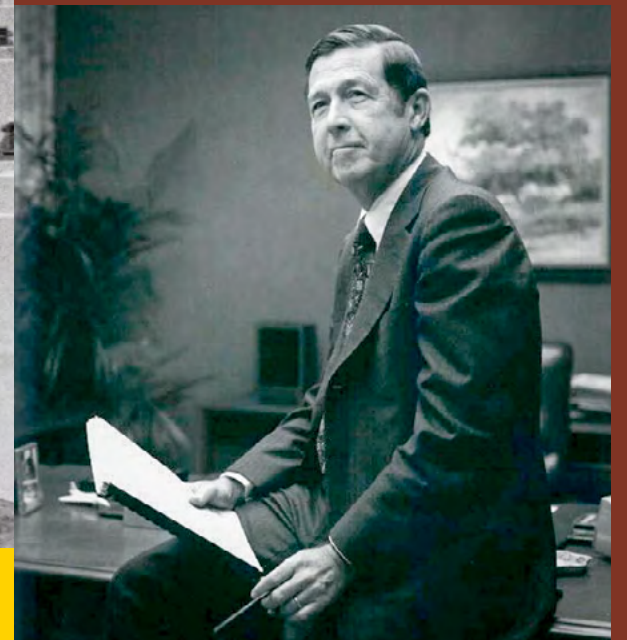
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**Crescent City Connection Second Span**

After making the decision to join the family business in **1955**, Boh—equipped with a master’s degree in civil engineering—took on some of the larger high-profile engineering jobs of the day as the company’s principle design engineer.



**I-10 East High Rise**

calculators back then. We had slide rules, and we couldn’t keep up with him.”

After making the decision to join the family business in 1955, Boh—equipped with a master’s degree in civil engineering—took on some of the larger high-profile engineering jobs of the day as the company’s principle design engineer. He assisted in the construction of the original Greater New Orleans Bridge (later re-named the Crescent City Connection) in the 1950s and in the Interstate 10 high-rise bridge over the Industrial Canal in 1964.

When he eventually took the reins of the company as its president in 1967, it was a natural fit. After all, the Boh work ethic had been passed down to him by his father, Henry, and uncle, Arthur, the original founders of the company. “While my grandfather and great uncle got the company started and growing, my father was the quiet guy coming in, giving it the continuity of leadership for the next generation. That’s certainly something I’ve tried to emulate,” says Robert S. Boh.

Perhaps his most significant contribution was to give the company a more organized corporate infrastructure. While the operations side of the business had been grounded in strong, capable leadership, the business side was lacking. Mr. Boh gave it the organizational structure it needed to adapt and survive, hiring the company’s first general counsel, IT manager and business development manager along the way.

“He was a brilliant businessman,” says Ed Scheuermann, current senior vice president of operations. “He helped the company succeed at a time when the industry was in a real down turn. His ability to manage us through that was certainly a benefit to this company.”

Boh continued to let operations run the jobs, but within a structured framework that matched the times. The company ultimately played a role in numerous landmark New Orleans-area projects. “He surrounded himself with such good people that everything took care of itself,” Cullen says. “His approach was to hire the right





**New Orleans Convention Center**



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people and give them the ability and latitude to make decisions on the company's behalf."

**A Strong Advocate**

Given his proclivity for service, Boh ultimately became president of the local, then state, AGC chapters, and served many years on the AGC national board. He declined the opportunity to work his way up through the national AGC ranks because the demanding travel requirements of that leadership role would have taken him away from the company.

Over the following years, he became an integral part of the community, culminating in his serving as Rex, King of Carnival, in 1998. "It was great to see such a humble man honored like that, even if just for a day," says Fred Fuchs, vice president of piling and marine. "Finally, others

outside the company recognized what those of us inside the company saw every day—that he was worthy of the honor."

Boh served as chairman of the board at Tulane and in a variety of philanthropic roles in the New Orleans community. He was also president of the New Orleans Chamber of Commerce and on the boards of numerous local organizations and companies.

He also spearheaded the creation of the Boh Foundation in the mid-1970s, which to this day provides a means for the company to give back to the community. "He realized years ago that the needs in the community were constant, year in and year out; but our company's profits tended to be like our industry: cyclical," Robert S. Boh says. "The Foundation allowed us to set aside money in good times so that we could contribute annually to those non-profit groups working to help the less fortunate in our community."

Apart from his beloved wife of 61 years, Katherine, Boh's greatest love was Tulane University, where he

**French Quarter**



In **1993**, Robert H. Boh handed the reins of the company over to his son with little fanfare, hesitancy or struggle.

eventually funded an endowed chair in civil engineering in his parent's memory.

Scheuermann, the first recipient of a Boh-sponsored Tulane fellowship in the mid-1980s, graduated with a master's degree in engineering and immediately thereafter joined the Boh Bros. family as a surveyor. "It's easy to come and stay at a place where the guy you're working for gives you the latitude and respect to do things, but also creates an atmosphere where you're never asked to do anything unethical," Scheuermann says. "This company is set up that way. It's an easy place to work because you're never asked to do something contrary to your own values."

Away from work, Boh had a passion for reading and golf, but especially New York Yankees baseball. Not surprisingly, this passion has been passed down to his children and grandchildren. "He was a huge Yankees fan," says Stephen Boh. "His biggest idol was Joe DiMaggio, and in the 1950s he went to all seven games of at least a couple of World Series." Not long before Boh passed, Stephen and his son had the opportunity to watch the Yankees play on television with his father.

Fuchs says he had daily conversations with Boh about golf and the world in general, since their offices were adjacent. "He was a good listener, a thoughtful listener and a master of small talk," Fuchs says.



### A Seamless Transition

In 1993, Robert H. Boh handed the reins of the company over to his son with little fanfare, hesitancy or struggle.

**"He was there** when Robert and I needed to bounce things off of him, and he was OK being in that role. He was a man comfortable in his own skin."

—Stephen Boh

A conflict-free transition is a rare thing in the corporate world, but undoubtedly it is a contributing factor to

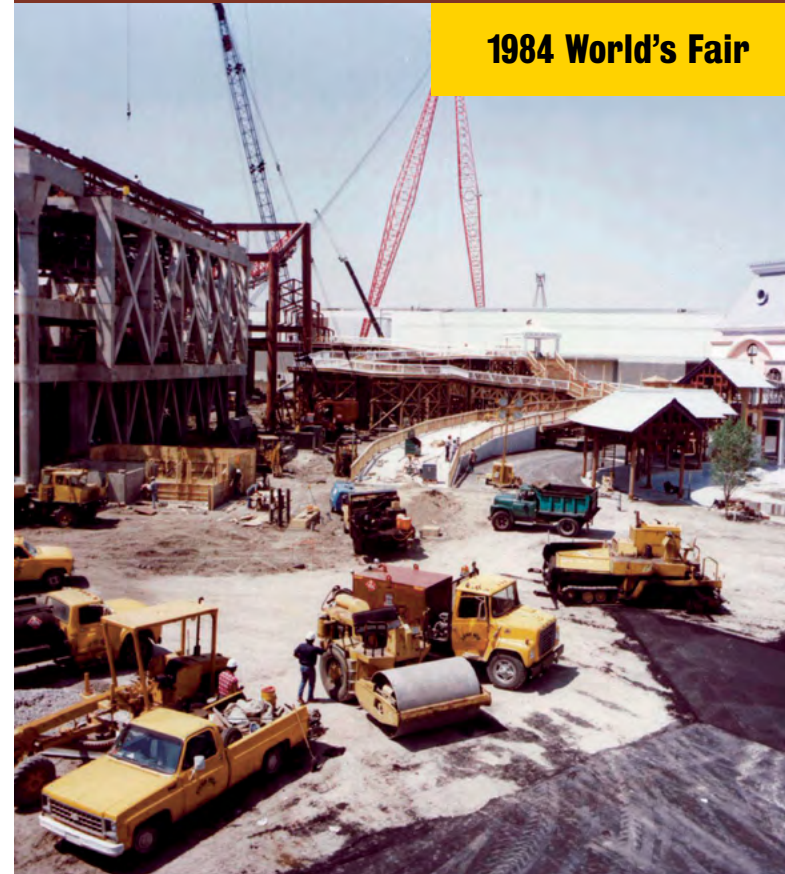
Boh Bros.' enduring success and stability. Those same generational values exhibited by Robert H. Boh, his father and uncle have been passed on to today's leadership.

"From the first day I walked in here, it was all about getting me ready to do the job," Robert S. Boh says. "When it was time, he got out of the way, yet was available as a resource to give advice when asked. My father said, 'OK, I think it's time for you to be president,' then he let me be president. I can't remember a single time when we disagreed about what to do and when to do it. After talking to other people who have grown up in family businesses, I know that's rare."

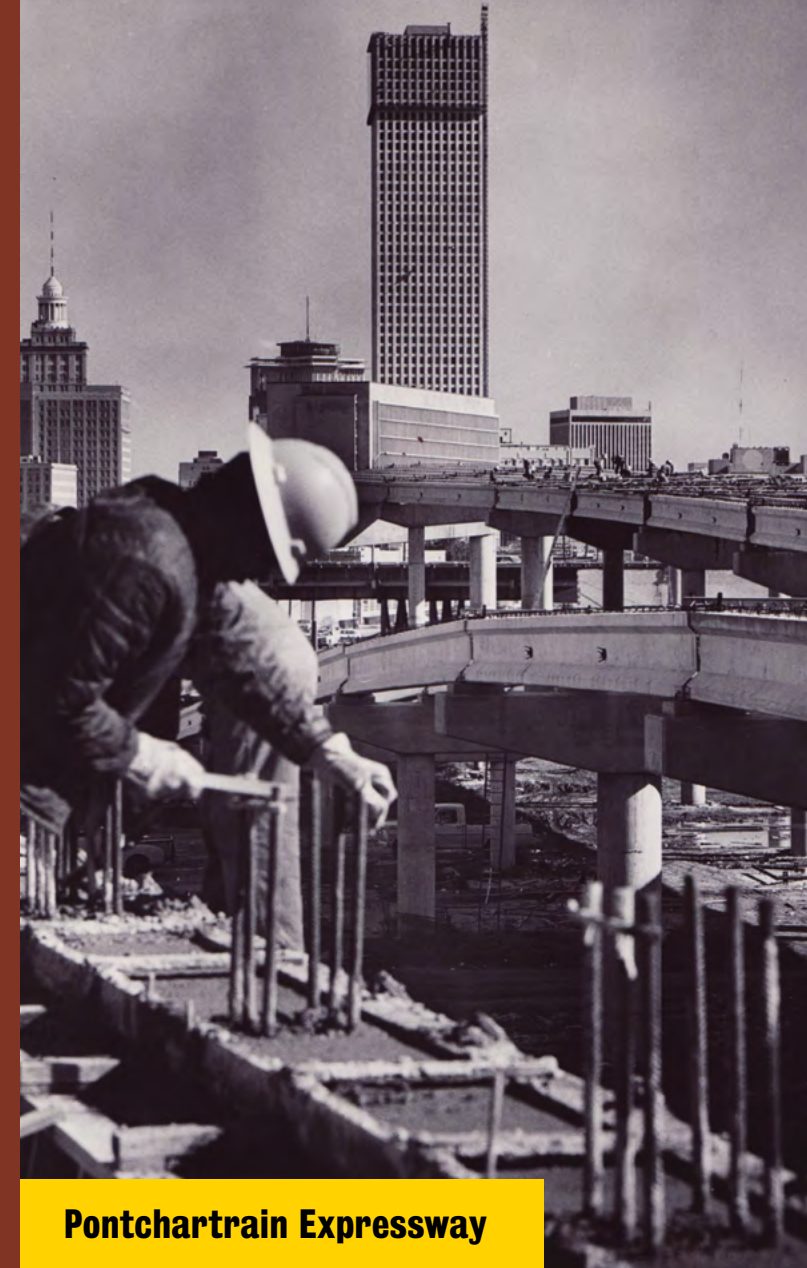
Stephen Boh says that's a testament to his father's unassuming nature. "He was there when Robert and I needed to bounce things off of him, and he was OK being in that role. He was a man comfortable in his own skin."

Unquestionably, Mr. Boh's enduring work ethic has become representative of Boh Bros.' core values. "Our customers talk about us using terms like dependable, honorable, honest," Fuchs says. "In reality, the culture of this organization is a reflection of Mr. Boh's own personal strengths and beliefs. This, I think, is his legacy." 🌟

The company ultimately played a role in numerous landmark New Orleans-area projects.

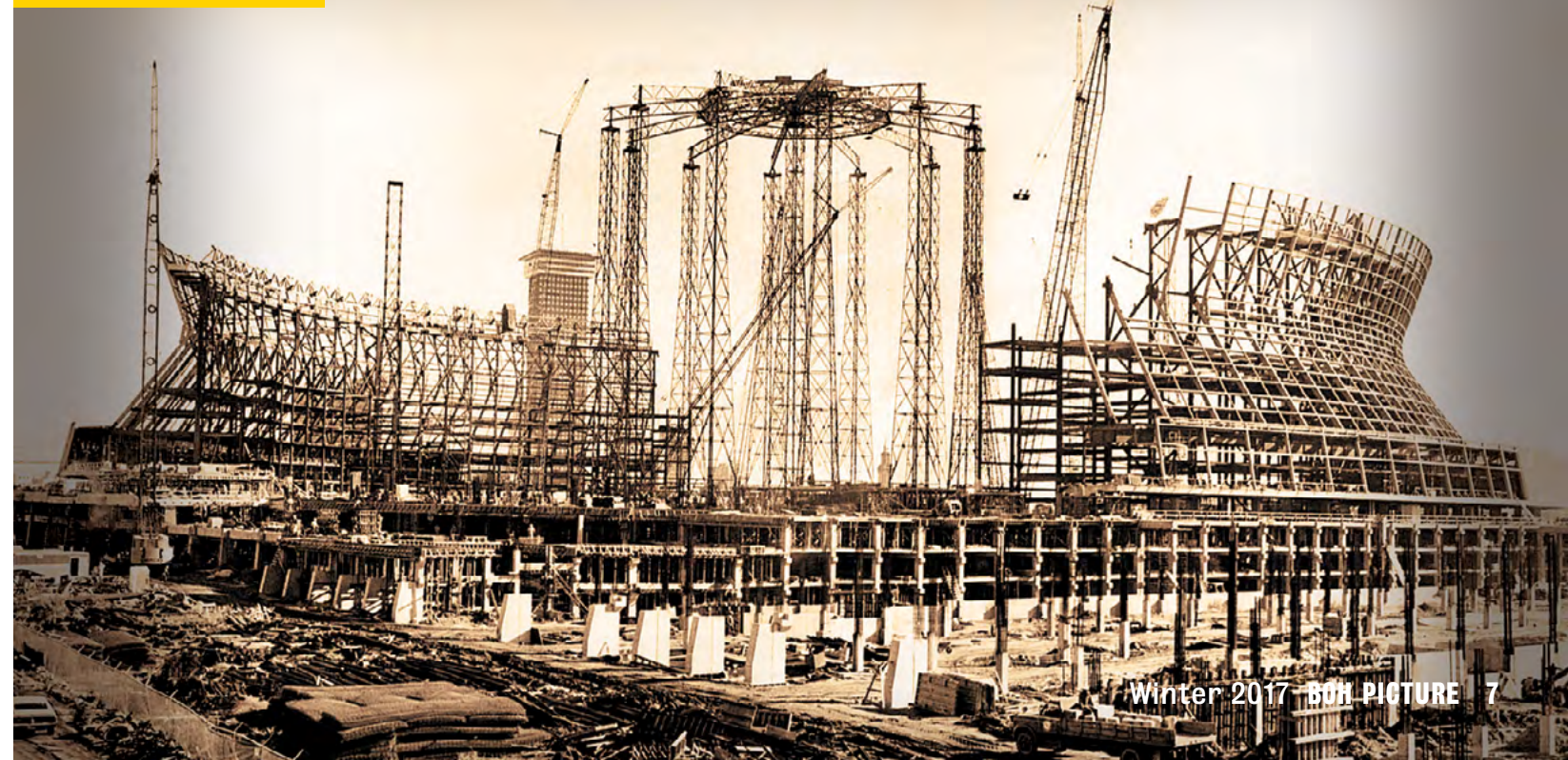


1984 World's Fair



Pontchartrain Expressway

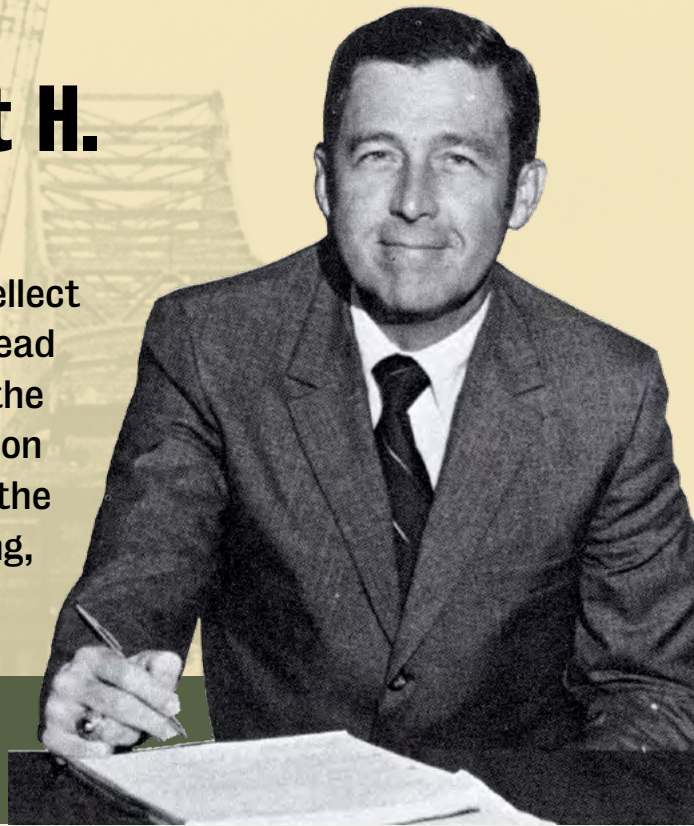
Superdome



# From the Desk of Robert H.

Many of us were very fortunate to know Mr. Boh personally, and appreciated his great wit and intellect when interacting with him. We were also able to read his editorial thoughts in our company magazine, the Boh Picture, from 1968 through 1993. His musings on industry issues, politics, company activities, and the general business world were insightful, challenging, and many times prescient of the world to come.

In looking back through his writings, we thought we would share some of our favorites:



## **DECEMBER 1969, on news reporting at the time:**

“There is little doubt that the majority of the American people would be violently opposed to any form of censorship or government regulation of public communications...On the other hand, the same concept of freedom of speech should also extend to any other person who feels it in order to offer a criticism of the media...”

## **JUNE 1971, on a Public Affairs Research Council report on major industry’s concern on construction labor:**

“...it is clear that the contract construction industry in Southeast Louisiana must recognize the immediate and urgent need to improve productivity and reduce construction costs. Otherwise, these industrial markets which provided so many jobs for the construction industry...will be lost.”

## **NOVEMBER 1973, on energy conservation:**

“We believe further that everyone must do his part, in helping solve the energy problem. Accordingly, we pledge our best efforts to conserve energy to the fullest extent possible, and we call upon all of you to assist us.”

## **JULY 1975, on Washington, DC politics:**

“Recent actions of Congress have added mightily to the growing cynicism of the taxpayers. It is not difficult to imagine why polls consistently show that only a small minority of the people in the country think that Congress is doing a good job. Indeed, it is amazing that anybody thinks so.”

## **DECEMBER 1977, on Boh People:**

“We have, most important of all, the best people—the most dedicated and capable workers anywhere; these are the real source of our strength and the basis of satisfaction and pride for those of us who are fortunate enough to be part of this great team.”

## **APRIL 1979, on our fortunate geographical location:**

“Since the great part of the Company’s work is done directly by Boh People, it is important to appreciate what has been achieved in the relatively small geographic area in which the Company has chosen to operate.”

## **DECEMBER 1985, on perseverance:**

“In summary, we will do everything in our power to carry on our tradition of being the quality construction company in Louisiana, employing the quality people. This teamwork has served us well for more than three quarters of a century; it will see us through these difficult times and into the next century...”

## **JULY 1979, on people in the construction industry:**

“...but it seems to us that the role of people in the construction industry is of even greater significance, because of the degree of labor intensity, the widely diverse nature of the skills required and the varying geographic areas and complex situations in which those skills must be applied.”

## **DECEMBER 1984, on the state of the industry:**

“In one of the most intensely competitive environments we have ever experienced, we continue to maintain a reasonable share of the market and to offer stable employment to many Boh People. We have benefited from our strong resources and the diversification that allows us to take advantage of the work opportunities that arise.”

## **APRIL 1985, on the competitive environment:**

“One thing is obvious: only those who are competitive and productive can survive and prosper in this type of environment...We are now in a much more difficult environment, one in which realistic people will recognize that their path to survival and prosperity lies in a critical self-examination of their organizations to assure they are efficient and productive.”

## **APRIL 1990, on infrastructure funding:**

“...if the nation is ever to seriously face the problem of its crumbling infrastructure, the logical means of funding the needed improvements would be through other user-type fees, provided they are dedicated through trust funds.”

## **JULY 1990, on the importance of safety:**

“Accident-free work sites cannot be achieved, however, without the continuous efforts of all employees. We can adopt safety policies and hire safety professionals, and we can hold meetings and provide safety equipment. We cannot, however, eliminate accidents unless all our employees accept as their primary responsibility each day to work in a safe manner.”

## **NOVEMBER 1990, on honorably serving our communities:**

“Our good relations with the public depend on each employee being aware of the impact we have on the people in the vicinity of our work and the need to take special care to insure their safety...We must go the extra mile to try to anticipate and reduce the inconvenience and risk to the people whom we serve.”

## **JULY 1992, on the importance of quality:**

“...quality work, like safety, will ultimately lead to more efficient operations. Elimination of errors and the need for re-work are obviously important, but the concept of a quality work product and safe performance must inevitably lead to lower cost production and increased competitiveness.”

## **DECEMBER 1993, his 109th and final memo:**

“We are now entering a new era, with a new president, Robert S. Boh...Robert is well known to most of our employees for his intense interest in every phase of the company’s operations. Finally, I intend to remain active and to participate in any way that I can to assist Robert and all of you in moving our company into the new era.”





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## Winter Anniversaries

### 40 YEARS

Granville E. Ester, Jr.  
Michael Harris  
Dale M. Newton, Sr.

### 35 YEARS

Aaron P. Boudreaux  
Patrick J. Cambre  
Patrick W. Declouette  
Fred P. Fuchs  
John M. Maxwell  
Robert E. Shahine

### 30 YEARS

Linwood Harris  
Larr W. Henley  
David Sanders  
Kevin P. Tamor

### 25 YEARS

Albert M. Alonzo  
Rene D. Alvarez  
Henry J. Chaisson  
Anthony C. Harrison, Jr.  
Leslie T. Harvel, Jr.  
James R. Ward III

### 20 YEARS

Carlos D. Aguillard  
Gary L. Button  
Jeremy P. Coston  
Sally A. Molenaar  
Ralph B. Ratcliff

### 15 YEARS

Michelle C. Giovengo  
Michael G. Keller  
David Perry  
King D. Robie  
Michael R. Smith

### 10 YEARS

Timothy J. Barber  
Steven J. Clark  
Marc A. Cole  
Anthony G. Jacob  
Aaron A. Jefferson  
Robert L. Mutschler, Jr.  
Steven M. Ogier  
Matthew M. Perry  
Donald C. Purvis  
Jerry C. Reed  
Kevin M. Regan  
Steven J. Scott, Jr.  
Thomas F. Steele  
Miguel Stemley  
Gerry H. Vanvliet  
Lance D. Williams  
Tory Young

### 5 YEARS

Terrell P. Barrios, Jr.  
Peter J. Becker III  
John W. Boone

Mary A. Bouie  
James M. Breland III  
Dimante M. Briggs  
Christopher D. Brown  
Brett L. Carbo  
Aaron B. Claiborne  
Joseph R. Copeland  
Stanley F. Heinrich, Jr.  
Benjie Jones  
John P. Jones, Sr.  
Sean M. LaSalle  
Bill Lewis  
Seamus M. Loman  
Devante G. McGee  
Claude T. Michel  
Sean M. Mixon  
Jerriell North  
Miguel P. Perrault  
Alexander Rivas, Jr.  
Brian M. Seward  
Lawrence W. Thonn, Jr.  
Wade D. Willis  
Kandy A. Yacher  
Anthony J. Young II

### Equal Employment Opportunity/Affirmative Action Policy

Boh Bros. is an equal employment opportunity/affirmative action employer. The objective of this Company is to recruit, hire, train and promote into all job levels the most qualified applicants without regard to race, color, religion, sex, national origin, age, disability or protected veterans status. All such decisions are made by utilizing objective standards based on the individual's qualifications as they relate to the particular job vacancy and to the furtherance of equal employment opportunity. All other personnel decisions such as compensation, benefits, transfers, layoffs, return from layoff, company sponsored training, education, tuition assistance, social and recreational programs will be administered without regard to race, religion, color, sex, national origin, age, disability or protected veterans status. Boh Bros. employees should refer to [www.hrconnection.com](http://www.hrconnection.com) for further information on this and other employment-related policies including Anti-Harassment, Discrimination and Retaliation Policy and Reporting Procedure.