



BOH PICTURE

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Reconnecting the Crescent City
Boh Replaces Deficient Wisner Bridge

1
Wisner Rehab

6
Pay Dirt

10
Setting a High Bar

13
Boh Employee
Spotlight

President
Robert S. Boh

On the cover:
Boh works to replace the dilapidated Wisner Bridge, a major thoroughfare which connects the north and south sides of New Orleans City Park.

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

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For the third consecutive year, Boh Bros. is joining over 50 industry leading construction companies from across the country along with numerous insurers and trade associations in celebrating Safety Week on our jobsites during the first week of May. The mission of Safety Week is to raise awareness of the construction industry's continuing commitment to eliminate worker injuries and to clearly communicate our collective dedication to a culture of caring and concern so that every week can be a safety week. We kick off our Safety Week activities by gathering our families at a company picnic, and then we highlight a safety topic at toolbox meetings held before starting production each morning of the following work week.

We invest this effort and time during Safety Week as a reminder to all of us of WHY we work safe and of all of the important people in our lives who are counting on us to go home safe each evening. Our families are such a critical part of building a safety culture at Boh Bros. because they provide motivation and purpose to make safe choices throughout the day. The people we work alongside every day are important, too, as we know that their lives would be very different if we weren't able to do our jobs due to an injury.

It's really all about moving our culture from "I comply with safety because I have to" to "I believe in safety for my family and myself, and I actively encourage my teammates to believe in safety." I know we are making steady progress in our journey to achieve safe production each and every day. Safety Week is a great way to celebrate our successes and refocus our efforts for constant safety improvement.

Robert S. Boh, President



"I know we are making steady progress in our journey to achieve safe production each and every day."

Wisner Rehab

Dilapidated Bridge Gets Re-Boot over I-610



Situated on the east side of New Orleans City Park, the Wisner Boulevard Bridge over I-610 was in decidedly poor shape. The 60-year-old bridge suffered from severe spalling, and reinforcing steel visibly protruded from the concrete. *(continued next page)*



Ultimately, the bridge, originally thought to only need a \$2 million rehabilitation, required a \$19.5 million total replacement, making it the largest project to ever be funded by the DOTD's Off System Bridge Rehabilitation and Replacement Program.

Due to the extent of the bridge's deficiencies, it became obvious that a simple rehabilitation wouldn't be enough. "Rehabilitating Wisner Bridge would have been like putting money into a tooth and forgetting to do a root canal," said Gary Pentek, manager of DOTD's Off System Bridge Rehabilitation and Replacement Program, adding that the bridge's structural sufficiency rating had fallen to dangerously unacceptable levels.

Unfortunately, Wisner had other shortcomings, as well. A 2013 survey conducted by Bike Easy, a 500-member cycling advocacy group, ranked the overpass as the second most dangerous in the city for cyclists and pedestrians. As such, a growing chorus of voices urged DOTD and the city to incorporate a bike lane into its reconstruction plans. By doing so, it would create a crucial link between existing paths to the north and south.

Ultimately, the bridge, originally thought to only need a \$2 million rehabilitation, required a \$19.5 million total replacement, making it the largest project to ever be funded by the DOTD program. While the program is intended to stem the tide of deficient bridges in Louisiana, a lot of work remains. Statistics provided by the Federal Highway Administration in its 2016 National Bridge Inventory, released in January, ranks Louisiana 10th in the nation in the percentage of deficient bridges—1,739 of 12,915 bridges have been deemed substandard.

Tricky Demolition Requires Multiple Shutdowns of I-610

Given the urgency and complexity of Wisner's replacement, it was fortunate that Boh Bros. was selected to perform the work. The seasoned contractor has been building overpass bridges in New Orleans for decades.

Demolition proved to be the most challenging phase, as it required complete weekend closures of I-610 in a stringent timeframe with limited access for equipment. In the end, four weekend closures of the interstate were necessary (for both demolition and construction)—all accomplished without a hitch. Thad Guidry, Boh's project manager, attributes much of the project's success to the contractor's systemized approach to planning and execution. The project team planned everything to the half hour and outlined specific tasks for each designated time.

"We had everything ready to go, and the shutdowns went smoothly," Guidry said. "When demolishing the spans over the interstate, we would begin on Friday night and have traffic back open at 5 a.m. Monday." The stakes were high—had the Boh team not re-opened the interstate on schedule, it would have incurred \$15,000 an hour in liquidated damages.

The tightly bordered site forced Boh to work exclusively from the bridge's west side, so proper sequencing was crucial to meeting schedule. To accommodate site limitations, the project team utilized Goldhofer self-propelled motorized trailers to transport material. The

specialized trailers allowed for greater maneuverability and eliminated the need for a truck—a huge advantage when working in tight conditions.

Design of the new Wisner bridge brought its own challenges. DOTD engineers could not expand the bridge beyond its existing footprint or reduce vertical clearances since the site is tightly bordered by Bayou St. John, New Orleans City Park and a pair of Norfolk Southern Railway train tracks. Additionally, engineers had to design the new bridge footings outside the rights-of-way of the train tracks and the interstate, while also avoiding a "minefield" of underground utilities.

"The positioning of the footings was necessary from a constructability standpoint," said DOTD project engineer Justin Guilbeau. "Otherwise, we would have been forced to close I-610 for a significant period." To accommodate the footing locations, engineers designed a continuous steel girder system to span the interstate with no central support. Boh spliced the steel for the continuous spans on-site following their delivery from a specialty supplier.

"We would receive two at a time, bolt the cross frames in and set those, then go through the same process with the next pair," Guidry said. The girders were cambered upward to accommodate for the eventual weight of the bridge decking, so Boh used jacks and chain falls to "marry up" the splices and shoring towers to provide support. Of course, placing the girders over the interstate necessitated another temporary weekend shutdown.

Another big challenge was erecting the girders over the train tracks while accommodating Norfolk Southern's unpredictable train schedule. "We had to work when track time was allowed," Guidry said. "When they said they didn't need the track for four hours, that meant it was time to go. We went in and did our work."

This Spring, with much of the challenging work behind him, Guidry looked confidently at a May completion date. "The high-risk work has been finished and was successful. We're now just pressing along with deck pours."

A Pathway Linking the Community

Upon completion, the new Wisner Bridge will include two 12-foot lanes in either direction, along with a 12-foot bike and pedestrian path. The bike path will be bordered



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by concrete barrier rails topped with pipe railing, and decorative fencing featuring a fleur-de-lis pattern will adorn the outside barriers of the bridge where it spans I-610.

A change order to Boh's contract will eventually connect the bike path to existing paths to the north and south. "We're going to construct a multi-use bike path that extends from Harrison to the bridge on the north side, then the bridge all the way to Esplanade on the south side," Guidry said. The 12-foot-wide, two-lane path will provide a vital connection for cyclists and pedestrians.

Dan Favre, executive director of Bike Easy, is excited about the potential of the path. "It's thrilling that the reconstruction of the bridge now includes this dedicated

lane for people who are walking and biking," Favre said. "We're going to have our first river to lake connection of high-quality bike lanes. The big crux of that was the Wisner overpass."

A cyclist himself, Favre looks forward to using the path. "I like riding from where I live in the Marigny neighborhood (near the French Quarter) to City Park and the lake." Bridges, overpasses, and underpasses are often the only reasonable option for bikers to get to where they need to go. Another recent survey conducted by Bike Easy revealed that 70 percent of cyclists in the New Orleans area encounter bridges, overpasses or underpasses that are unsafe.

Looking out for Stakeholders

Throughout the Wisner project, Boh accommodated numerous stakeholders—the City of New Orleans, New

Orleans City Park, Norfolk Southern Railroad and the Federal Highway Administration—keeping each abreast of potential impacts.

Meg Adams, chief construction and resilience officer for New Orleans City Park, has been involved in the project since the beginning, typically to provide input into the design of the bike path or to discuss logistical concerns. "We communicate frequently, since there is often a need for street closures or staging issues," Adams said. "They're also using part of the parking lot at Pan American Stadium and part of our festival grounds."

The site's proximity to Pan Am Stadium brought some recent challenges. With thousands of people descending upon the area during the three-day Voodoo Fest at the festival grounds adjacent to the project, the Boh team had to completely fence off the site and shut down the project. It was the second time the festival impacted the schedule—

the project start was delayed by the festival in October 2015.

Boh has also been careful to protect a grove of live oak trees on the south side of the jobsite. The project team worked with park officials to protect the trees, as well as hired a certified arborist.

Overall, Adams has been pleased with Boh's responsiveness. "Boh Bros. has been very transparent and has always called before they do anything that impacts park operations," she added. "They always call in advance to make sure we don't have an event. They've been very cooperative."

DOTD's Guilbeau has been similarly satisfied. "Boh stays on top of everything from a project management side. Their communication is impeccable. If they see anything coming up that could be a problem, they bring it to our attention in an atmosphere of teamwork. It's a blessing to deal with people like that." 🌞





PAY DIRT

Boh's Unparalleled Test Pile Program Saves Millions

Boh Bros. has been a leader in the use of test piles for decades.

One renowned deep foundations expert—Dr. George Goble—once said that the New Orleans contractor had done more load tests than anyone in the world. Boh's expertise in the field has been instrumental in determining pile composition, dimensions and placement—prior to construction—on hundreds of projects, thereby saving millions for owners by avoiding costly design inefficiencies.

As the use of test piles has expanded and improved, Vice President Dale Biggers has had a front row seat, having joined Boh in 1968 after earning his civil engineering degree from Tulane University. He has been involved in some fashion with Boh deep foundation projects ever since. He credits geography for the proliferation of test pile programs in Louisiana. "I tell people we have absolutely wonderful soil in south

Louisiana—it has given me a job for decades," Biggers said.

Over the years, the essentials of a test pile program have remained the same. A beam is connected to anchor piles, then a jack, resisted by the beam, exerts downward pressure on the pile to be tested. Still, a lot has changed since the early days of Boh's test pile program—primarily in regards to technology and processes.

One of the more significant developments has been the use of the Pile Driver Analyzer (PDA), developed in the 1970s and becoming more commonly used in the 1990s as a complement to a static pile test. Today, the PDA is the most widely employed system in the world for dynamic load testing and pile driving monitoring. As such, PDA tests can assess the capacity of several piles in a single day, as well as evaluate shaft integrity, driving stresses, and hammer energy.

"Strain gauges and accelerometers are attached to the pile and when the hammer hits the pile they can measure how much energy is transferred into the pile," Biggers said. "Through that, they know whether the pile is being

overstressed and can estimate the capacity of the pile."

The PDA has been instrumental in saving money on many southeast Louisiana projects, such as the Harrah's Hotel parking garages in downtown New Orleans in the late 1990s. The project called for 14-inch-square, 95-foot-long concrete piles. "While the test piles and most job piles hit the sand strata, a few permanent piles in one section of the building footprint did not. So Boh went back and re-structured those piles with the PDA. It showed that they would hold the load. This saved a significant amount of money by eliminating extra piles and larger pile caps."

Another big change—engineers today are more likely to load a test pile until it moves, known as a "failure." In the past they would stop at twice the design load, but over the years, they've learned that the additional knowledge gained by testing to failure can be beneficial to the overall project design, and subsequently lower project cost. "Why not see just how much load they'll carry and make cost-saving adjustments to the foundation?" Biggers said.

Owners who forego a test pile phase, particularly on large jobs, sometimes pay the price. "We've done some jobs where they say, 'Oh, we don't need to do a test pile program. The soils report said it will hold this much,' and they drive 1,000 piles where they might have only needed 950." Though this seems like a small discrepancy, those 50 extra piles end up representing a large cost in terms of schedule impacts and material purchases.

Today, Boh plans and manages test pile programs on numerous projects across multiple market sectors, and continues to be a leader in developing innovative solutions to complex challenges.

LSU Campus Project Endures Tight Spots, Delays

Of the three test pile types to be driven for the upcoming expansion of LSU Health Sciences Center's Clinical Science Research Building—timber, pipe, and concrete—the Boh crew encountered its biggest challenge when driving the lengthy concrete piles. Needing to penetrate through several sand layers meant having to pre-drill to a depth of 125 feet.

"We had several sand layers to penetrate to get the pile to the required elevation," said Boh project manager Ben Brenneke. "To pre-drill to that depth, we needed a long set of pile driving leads and the drill stem had to be at least 140 feet long." Initially, Boh drove four probe piles to give the engineer an opportunity to experiment with different drill depths. "We experimented with four different ways of drilling on four different piles, and then the engineer made a decision. He loaded the pile that is going to be able to support the least amount of load to be safe in his design." During the test pile process, anchor piles were driven around the pile, which in turn anchored a large steel test beam. A testing lab set a hydraulic jack between the test pile and the beam, then loaded the pile to failure.

Another challenge—driving the pipe pile between





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two existing buildings with limited space in an area the size of a small office. To compensate, the Boh crew utilized a forklift and hammer to drive the pile in pieces. Since a load test would have been difficult in such a limited space, the testing company relied solely upon a PDA to measure bearing capacity. Ultimately, the pipe piles will support an animal transport bridge connecting two on-campus structures, and the timber piles will support a large generator building.

Boh Tests Piles at High-Profile World Trade Center Site

Boh's Ron Brylski recently managed the test pile program for the upcoming \$360 million World Trade Center

renovation, eventually to become a Four Seasons hotel.

The high-profile nature of the project, not to mention its timing—during Mardi Gras—were perhaps its greatest challenges. “It was also a tight area to work in with our equipment, and we had to deal with the traffic from the casino and Hilton Hotel. Therefore, it was a priority to get our equipment in and out without causing disturbances to traffic or area businesses.”

In the process, three 14-inch-diameter pipe piles were driven as test piles. “We performed two compression and two tension tests,” Brylski said. During a tension test, the frame system exerts upward load on a pile (the opposite of a compression test) with a hydraulic jack.

Brylski said he enjoys working in downtown New Orleans, despite the obvious challenges. “It’s always fun when you can do a high-profile project like that, especially in New Orleans where we have driven piles for so many

of the high-rise structures,” he added. “That’s a source of great pride for us when we are able to do something like that and give the best value to the customer and owner.” Ultimately, the pipe piles were driven between 95 and 115 feet in length using an 80-ton rig and Vulcan air hammer.

Driving Forward

Biggers’ foundations expertise landed him on the Technical Committee in 2000 for the Pile Driving Contractors Association, where he was later promoted to the position of committee chairman, as they revise specifications and design documents. More recently, he became the chairman of another national committee of 35 geotechnical engineers, structural engineers, and foundation contractors tasked with revising the foundation section of the International Building Code. “We go over the specifications line by line,” Biggers said.

The specifications are then provided to various agencies and owners as guidelines.

Today, Boh continues to lead test pile programs across the southeast. As such, the contractor brings a healthy knowledge of the business to every jobsite, enabling it to respond to a variety of circumstances and make recommendations along the way. Anyone on a Boh foundation crew is well-versed in the execution of a test pile program. “We pick the foreman, the crew, and the operator by the job, not necessarily for the test pile program. They are good at all aspects of test piles,” said Biggers.

Through it all, one thing remains constant—given Louisiana’s unpredictable soil conditions, every project will continue to have its own unique foundation needs, and thereby its own unique solutions. This, in turn, will make the use of test piles an ever-present necessity. 🌞



Setting a HIGH BAR

Boh's Commitment to Safety Stands Tall as Technology and Training Advance



Consistent with one of Boh Bros.' core values, "Never be Satisfied", the company continues to forge ahead with an extensive array of training classes and technology to strengthen its safety culture.

Heather Grytza, Boh's corporate safety director, knows the company can continue to drive superior safety performance, and has set her sights on achieving a "Zero Incident" culture. In the process, she and other safety managers are leaning upon a cadre of new and improved safety training courses, new technology for tracking safety trends and determining predictors of incidents, and an increased emphasis on the overall corporate safety mindset.

Boh's commitment to safety comes from the top down—President Robert S. Boh consistently voices his desire that all employees go home each day the way they came. Through craft roundtables, quarterly safety meetings and hazard audits, employees across all jobsites are becoming increasingly engaged in the safety conversation. "The employees in the field know that their safety means a lot to the company," Grytza said. "They see that we are willing to stop and take time to talk about it; that we are expecting them to complete the task safely, even if it means taking an hour longer to do it."

Providing the foundation for Boh's prolific culture of safety are its various safety initiatives, which go beyond merely enforcing standard OSHA procedures to encouraging employee involvement. During Boh's craft roundtables, a list of safety-related questions prompt participants to discuss the corporate safety culture, with the goal of pinpointing and weeding out problem areas. "We come together and sit down to talk about safety," she added. "This opens up discussion to give employees the opportunity to bring up their concerns, and shows them that we were truly interested in what they have to say."

Grytza said all Boh teams participate in the process, and "the feedback has been phenomenal. We are getting some great suggestions. The piling group might suggest a good idea, and shortly after, crews across the whole company are all implementing the same thing. There have been some great ideas that have come out of the roundtable discussions, many of which have been implemented companywide."

Safety Training Stays Relevant

Through roundtables and quarterly corporate safety meetings, Boh Bros. gathers valuable feedback that is often used to improve or augment its 20+ safety training courses. Once a need is identified, the courses are developed under

the guidance of the Safety Department, then vetted through the department leaders.

A four-hour Spotter Safety Training and three-hour Cargo Securement training were recently added to the training portfolio. "We will put together a presentation on a specific topic then receive feedback from the department leaders," Grytza said. "We'll have the department managers come in and the training instructor will present the actual training. They'll then provide comments and feedback, and we'll make changes accordingly."

Under the leadership of Boh veteran Anthony Spera, most of the training is conducted in Boh's Almonaster facility, although Spera will travel to Lake Charles or Baton Rouge as needed. Spera was an equipment operator until he found his new niche in safety training in 2008. "Initially, I was an outreach OSHA instructor. In 2012, they were looking for someone to move into training, and I happened to have those credentials," Spera said. A self-described "people person," Spera has excelled in the position, often going the extra mile to ensure that safety courses are customized to job-specific needs. "I'll contact the foreman or supervisor if I'm not familiar with the job, and ask them what the specific scope of work is to make sure I encompass that in the training," he added. That way, Spera is prepared to answer site-specific questions from employees during training.

Boh's safety courses are easily adaptable so that they can react to changes in the marketplace. For example, improvements to OSHA's new Confined Spaces standard for construction (29 CFR 1926 Subpart AA) in 2015 necessitated that Boh's Confined Space and Emergency Rescue course be augmented in accordance with the new policy. Additionally, the Assembly/Disassembly Director and Traffic Flagger Training course was updated for similar reasons.

Predictive Solutions Shows Power of Technology

Technology is playing an increasingly crucial role in Boh's approach to safety, with Predictive Solutions being one of the more recent additions. An interactive software system that incorporates data gathered during field safety audits, Predictive Solutions enables Boh safety personnel to quickly record safety data and analyze trends. Using either an iPad or smartphone application, they record information in real time, allowing them to provide solutions across the



BOH EMPLOYEE SPOTLIGHT



Boh Bros. realizes that safety is more than just statistics and numbers. At the end of the day, it's really about getting every member of the team back home, unharmed, to their families.

board for the continued improvement of safety in Boh's day-to-day operations.

According to Predictive Solutions, the program employs advanced and predictive analytics on safety inspection and observation data to create leading indicators, and even predictions about future risk, in real time. With this information, users are able to proactively prevent incidents and injuries.

"There are 35 subcategories in Predictive Solutions that we created, and we've built field audits around those categories," Grytza said. "When I select a section, it opens a list of questions. During the audit, we'll check green if all items are in compliance, red if there is a discrepancy."

The good news? Boh jobsites don't get very many "reds." "As a side benefit, there is a lot of engagement during these audits," she added. "It actually provides time for us to talk with workers about what they are doing or how they could be doing it better." Additionally, possible reasons for safety infractions and levels of severity are assigned.

Still in the early stages of implementation, Predictive Solutions will play an increasingly important role in identifying and resolving problem areas, as well as in the development of training.

Safety Week Reinforces Cultural Mindset

While everyday processes and tools are necessary for ensuring safe practices, Boh's annual Safety Week plays an important role in reinforcing the company's cultural safety mindset. This year, the week-long event – themed "We Build Safety Together"—kicks off with "Family Day" on April 29 at New Orleans City Park, during which time Boh employees and their families will be treated to lunch, tickets to the amusement park and giveaways.

Subsequently, each day of the following week will be dedicated to a safety topic relevant to today's needs: Personal Responsibility, Cell Phone Safety, Rigging Inspections, Extreme Housekeeping and Emergency Preparedness.

"Cell phone safety is of particular importance," Grytza said. "We understand that cell phones could pose a serious hazard in an environment such as construction, so we are taking all of the necessary steps to ensure that they are not the cause of a tragedy on our jobsites."

For some of the safety topics—such as rigging safety—vendors from the community will visit jobsites to discuss and demonstrate proper inspection requirements. Additionally, banners will be displayed at many Boh jobsites for everyone to sign as a personal commitment to safety.

Boh Bros. realizes that safety is more than just statistics and numbers. At the end of the day, it's really about getting every member of the team back home, unharmed, to their families. ▲



Steve Chesne Steve Chesne, a second-generation employee, began his career at Boh Bros. as a Carpenter Apprentice out of New Orleans 20 years ago. Since those early days, he has transformed into one of Boh's main safety representatives in the Baton Rouge area. Chesne finds that his experience in both safety as well as production and quality is key in his current role. In his words, "I've worked both sides which gives me a unique perspective; I know the pressures of completing the project on schedule, but I also know the greater importance of completing the project safely." Chesne resonates with the Boh core value of "Never Be Satisfied." He feels like this is exemplified incredibly well in the safety culture at Boh, with processes and tools constantly evolving to ensure that everyone is able to go home safely at the end of the day.



Tony Escobar Tony Escobar's first introduction into helping lead the safety culture at Boh Bros. was through writing Job Safety Analyses (JSA's) while assisting his foreman. He had a knack for identifying potential hazards that could arise that day and communicating those with his crew—a skill that started him down the path to becoming a full time safety representative for the company. While Escobar has worked on a number of high profile projects including the I-10 Twin Spans over Lake Pontchartrain, he still says that, "The safety position is the single most important thing I've ever done for Boh." He is currently working as a safety representative on the new grain shiploading system and dock for Bunge North America in Destrehan, LA. His role on the project has varied from overseeing safety efforts subcontractors to managing Boh employees during marine work.



Andy Hendrickson Safety has always been a big part of Andy Hendrickson's construction career, but has only become his full-time focus in the last 9 years while working with Boh Bros. An early inspiration for Hendrickson was the superintendent, Nelson Ardoin, on an I-10 widening job in Metairie. He remembers, "Nelson was always the first one walking the jobsite each morning, looking for cones to pick up and fixing anything that might prove to be a safety hazard later in the day." Through Nelson's example, Hendrickson realized that completing a job safely is vital to honorably serving the community. "Having one cone fall down on a jobsite may not seem like a big deal, but it can greatly affect the safety of our personnel and the residents in the area," he says. Hendrickson believes that the most critical path on every project is the one that brings an employee home safely at the end of the day.



Emmett White When Boh Bros. assumed the I-10 widening project from the I-10/I-12 split to Siegen Ln. in Baton Rouge, Emmett White, who was working in a staff position in charge of traffic control, the CTB plant, and equipment moves, stayed on board with Boh Bros. for the remainder of the work. Since then, he has worked in various safety roles and currently focuses on projects completed by the asphalt, paving, and utility crews. White's career, including work with traffic control companies as well as vertically integrated cement companies, gives him a thorough expertise in the type of paving and heavy civil projects that Boh does routinely. He says, "The largest concrete pour I was ever part of was placing over 17,000 yards in 20 hours for a building foundation in Houston." His experience on large projects such as this one make him a great fit for helping to manage safety at Boh Bros.



Richard Pomrenke Having joined the company 4 years ago, Richard Pomrenke is one of the newer additions to Boh's force of safety representatives. While he is currently working at Bunge North America, the project from his short career at Boh that stands out most is Louisiana Ave. "It was familiar for me because I had done a whole bunch of Corps projects at my previous company. As a matter of fact, in 2008 I worked on a Corps project in conjunction with Boh Bros. It was nice to be able to work with crews who knew what they were doing." At the time, he had no idea that he would shortly be joining some of those Boh people he was working with. Prior to his career in construction, Pomrenke served in the U.S. Air Force and flew as a commercial pilot in Mobile, AL. He says, "With Boh Bros., there are so many ex-military guys here that it's really comfortable for me."





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Chad M. Bachemin
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