



West Mission Bay Drive (The Little Job That Could)

Yes, it could. Yes, the West Mission Bay Drive project could complete ahead of schedule. Yes, the West Mission Bay Drive project could complete under the Owner's budget.

West Mission Bay Drive is a primary arterial link between the communities of Point Loma, Ocean Beach, and Pacific Beach, in the City of San Diego. The West Mission Bay Drive Bridge traverses the main channel of Mission Bay between Dana Point and Pacific Beach. The structure is a 1,200' long pre-cast concrete girder bridge built on eight caps, supported by 16 columns, with two columns per bent, each column supported by an individual footing supported by four existing batter pile per footing.

This project, jointly funded by Caltrans, FHWA, and the City of San Diego, and administered by the City of San Diego, is the seismic retrofit of the existing structure. The scope of this project involves a substantial retrofit of the existing footings, as well as stiffening of the existing columns, the addition of restrainers at the hinges, and concrete catcher beams at the abutments.

The project was awarded in late October 2002 and because of environmental issues (a Least Tern nesting season), the project was divided into two phases. The first phase consisted of the demolition of the existing footings and the driving of the 48" shells for the Cast In Steel Shell pile. This phase of the work had to be completed by April 1, 2003, or face \$5,000/day Liquidated Damages and the shutdown



West Mission Bay Drive project near completion.

of the pile driving until September of 2003.

Each of the eight bents consisted of two columns per bent that were supported on individual football shaped footings. The footing retrofit consisted of taking the two independent footings at each bent and tying them together to form one larger footing. The first order of work was the demolition of the existing footing concrete to allow the footings to be tied together; this also included the removal of the existing pre-cast fender skirt panels. The demolition was accomplished by wire sawing through the existing footings and skirt

panels, removing the demolition in large pieces, (the largest of which were 18 tons), and loading it out on trucks on the roadway above.

Once the demolition was complete at each footing, the driving of the 48" steel shells could start. The pile driving involved installing 32-each 48-inch diameter, $\frac{3}{4}$ -inch wall, steel shells to an average tip elevation of minus 90-feet, the new piles, four at each bent, are all located under the shadow of the existing structure which has an average clearance at mid channel of 42-feet and reducing to 32-feet at the outermost bents. Because of the low headroom

West Mission Bay Drive (continued)

the pile driving was considered the area of highest risk on the project during estimating. However due to the innovative and yet simple idea of using a drop hammer, the pile driving was extremely successful. The pile driving was accomplished with a 26,000-pound drop hammer, in a short set of fixed leads attached to an American 9299 crane with just the butt section of boom installed. The 26,000-pound weight was simply hoisted up and dropped repeatedly, as the pile progressed the distance between the hammer and the pile increased, thus increasing the amount of energy that could be developed. The pile driving was successfully completed in March ahead of the environmental deadline.

With the pile shells driven, pile cages were set and concrete poured, at this point the concrete footing retrofit started. It was decided while estimating this project that it could be built entirely with floating equipment in the wet, without coffer cells. This was accomplished by establishing a falsework system that was suspended from what remained of the existing footings by sixteen each ¾-inch high strength rods. This falsework system allowed for the construction of a one-foot thick, heavily reinforced, cast-

in-place soffit that tied the new pile, and the existing footings together and provided a surface to hang and attach the new precast concrete skirt panels. Once the soffit was poured, and the falsework stripped, the precast skirt panels were placed around the perimeter of what was to be the new footing. The new footing looks like an elongated football in plan view. The skirt panels are all placed except for the last two on each end (the end of the football). The skirt panels all connected together comprise the formwork for the new footing, which is then filled with concrete. Rebar and post-tensioning ductwork was installed, bulkheads were set at each end, and the new footings were poured. With the aid of an upper falsework system to help support the wet concrete load, 200-CY of concrete

was pumped into each of the new footings. This was accomplished by pumping from the bridge deck with two 36-meter boom pumps. Each new footing is tied together with four post-tensioning ducts each containing 25-each, 7/8-inch strand. After the footings are poured and post-tensioned, the final skirt panels are set and the ends poured with concrete.

The sixteen columns on this structure called for the addition of tightly spaced #8 hoops from top to bottom with the addition of 8-inches of new cast-in-place formed concrete. After the award of the contract, Traylor Pacific was able to convince the owner to allow the placing of column concrete



Column work.

by shotcreting, using Truesdell Company as a subcontractor. First a prototype mockup of one of the projects columns was constructed and shot in Phoenix, Arizona. After the mockup was successfully shot, and accepted by the Resident Engineer, Truesdell was allowed to conditionally shoot the first two of sixteen columns. Truesdell was successful and was allowed to shoot all sixteen columns with shotcrete. Placement of the column concrete by shotcreting reduced the overall cost to the project and improved the column schedule by eliminating the placement and stripping of forms, and allowing the column work to progress independent of the footing retrofit work.

This project will complete ahead of schedule and under the Owner's budget. This is in large part due to an excellent working relationship that has existed between Traylor Pacific's staff and the City's Resident Engineer and staff.



Driving pile.

Excellent Employees/Experience at Rockwall

Three years of hard work, by a team united in a common goal, has resulted in the Rockwall project finishing 5 months ahead of schedule, under budget, and becoming the recipient of several prestigious national awards.

Previous newsletters have highlighted the difficulties the team faced in building three miles of bridge over Lake Ray Hubbard (a water supply reservoir for the City of Dallas), demolition of one mile of bridge, and two miles of roadway reconstruction.

Traylor developed a method to form the underwater portion of the shafts that were installed using the displaced bentonite method that could be stripped from above the water line, saving a considerable amount of time and money compared to using permanent casing. The drilled shaft crew self-performed over 450 water borne shafts without difficulty using this form system. Terrific service from our partner, TXI Industries, helped us develop a new Class SS mix that worked flawlessly in this application.

The first bridge was in excess of 10,000 lf. The substructure for the first 102 columns and caps followed standard construction practices. The second bridge utilized a precast cap, which was developed in conjunction with the Department's Austin Bridge Section. This considerably sped up construction of our second bridge. Since the development of this connection on the Rockwall project, the State has incorporated minor variations of our connection detail on several projects since.

The Texas Department of Transportation was very interested in trying new ideas, and we were fortunate to work with them in several demonstration projects, including:

- ◆ Using Ground Granulated Blast Furnace Slag in almost all of our mixes. We worked in conjunction with TXI Industries, and the Department to develop

several mixes that proved successful in placing, curing, strength, and appearance. The concrete color proved to be so uniform, that the Department's standard TexCoat finish was eliminated, saving almost \$100,000.00.

- ◆ The Department asked that the second bridge be saw cut to form transverse grooving after curing to evaluate effects on map cracking, and uniform curing, as compared with wet tining. Since this was successfully evaluated, the method has been incorporated on several large bridge projects since.

- ◆ We worked with the Department to construct the second bridge off of an access trestle that was leapfrogged as construction proceeded. Since this was



Eastbound bridge under construction. View shows powerline interference requiring use of trestle.

successfully used, the concept has been incorporated into new projects the Department has let, to address concerns over shallow water, access constraints, or environmental concerns.

- ◆ The Department worked with us to select alternate barrier shapes that could be slipformed, instead of hand formed. They allowed us to increase the number of spans per unit and change the expansion joint design. These changes provided a tremendous schedule and cost savings for the project.

- ◆ We worked with the City of Rockwall, and the State to develop a stone finish form liner system for all of our retaining walls. This has since become the City's

new standard for finish and appearance for all retaining walls in City limits.

- ◆ We worked with TXDOT, the City of Rockwall, the U.S. Army Corps of Engineers, and the City of Dallas to turn over a barge loading facility that was installed to support the project. The City of Rockwall plans to make a new waterfront park, fishing pier, picnic area, hiking trail, and boat launch. Hopefully, this project will prove to be the foundation of a long-term successful project for the local community. Traylor Bros., Inc. is proud to have been a part of the community, and to have had the opportunity to present this lasting gift.

Tracy Friggle, Project Engineer, and Lyle Seals, Project Manager, both with TXDOT's North East Dallas Area Office, were instrumental in maintaining a partnering relationship, and were actively involved in the project.

Traylor Bros., Inc. was also fortunate to be involved on several smaller projects that we bid while constructing the Rockwall project:

- ◆ Miller Road Sheet Pile Cofferdam Subcontract. This project, also on Lake Ray Hubbard for Dallas County, involved the installation and removal of 800 wall feet of AZ-18 sheet piling to facilitate the widening of Miller Road

into the lake, along with the installation of a drainage outfall structure. We were well positioned to install these sheets with a large marine fleet already working on the lake.

- ◆ Emergency Bridge Repair, SH 549 over IH30 Frontage Road. This was a project let to replace a concrete fascia beam that had been hit by a combine. We mobilized our team, finished the demolition, and replaced the beam and deck in 7 working days.

- ◆ Beam replacement, Esters Road over SH183 Subcontract. This contract was for Site Concrete, Inc. a major road

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Quality Casting in California

By Shani Wallis, with contributions by Chris Hebert; reprinted with permission by T&T North America

The 14'-11" o.d. primary lining for the NOS-ECIS tunnel contract requires the casting of 60,000 lineal ft (18,288m) of bolted and gasketed reinforced concrete segments with six segments per ring. There are three different ring types – two rings, one straight and one tapered, of 5 ft (1.524m) long, and a shorter 4'-6" (1.372m) long tapered ring.

When preparing its tender, the Kenny/Shea/Traylor/Frontier Kemper JV invited four groups to quote for supply of the lining. Of these, a separate and independent joint venture company between Traylor and Shea submitted the most competitive offer and established a new high-tech casting facility in Palmdale 60 miles (96km) northeast of Los Angeles. "The facility was established primarily for the NOS-ECIS project," said Mehdi Ghazi, manager of the plant, "but also with the future projects in mind, particularly the NEIS continuation contract of NOS-ECIS and the Arrowhead tunnels for MWD in San Bernardino, California. We submitted

ft (about 25 miles (40km)) or about \$90 million of segmental lining to these three projects over the coming years."

With the initial NOS-ECIS contract in hand, the JV (with Ghazi as a JV partner in the NEIS and Arrowhead contracts) decided that the casting yard would be state-of-the-art. The best available in concrete batching equipment and segment casting moulds were imported from Europe to establish two steam curing carousels.

The two production lines, each housed in its own shed and served by its own dedicated batching plant, comprise 72 segment moulds (144 total) procured from CBE of France. CBE has also supplied all necessary equipment for the two carousels including the vacuum demoulding device, the rig for turning the segments, and a machine to force the sealing gasket into the precast gasket groove. Demag of San Bernardino supplied various overhead hoists to allow efficient movement of finished segments and the rebar material and cages throughout the plant.

The two batching plants were imported from Kabag Wiggert & Co. of Germany via its US distributor Advanced Concrete Technologies of Portsmouth, New Hampshire. Each is fitted with a 2 cubic yard counter-current planetary pan mixer.

Both the production carousels and the batching plants are fully PLC controlled (programmable logic controlled). From a console in the control room of the batching plant, the data for various mixes and different batch volumes are entered. This is linked electronically to the console of the mould-filling operator who, at the press of a button, can call for whichever volume and mix of concrete is needed next.

Once each prepared mould is ready for filling the PLC-controlled carousel moves it into an acoustically enclosed

casting station. A set of four small air bladders inflate to lift the mould off the carousel rails to allow the two integrated vibrators to vibrate the mould as the flying hopper discharges the batch. The filled mould then passes to the next workstations where the back is trow-



Finishing the segment extrados after concrete placement.

eled manually and the top wing panels are lifted slightly to ensure adequate circulation in the steam-curing tunnel.

There are four carousel channels through the 140 ft long curing tunnel which is in fact one large room with three lateral partitions. As each segment leaves the end of the tunnel, the PLC system moves the next into the same channel at the top end.

Steam is generated for both production lines by a single natural-gas direct-fired generator supplied by Welden of the US. The flame in the top of the boiler heats the water directly to generate steam of up to 200°F. Steam is fed into the curing rooms via sensor-operated valves and each room has three climate zones. Each segment spends about 7½h in the curing tunnel to reach the 2,000psi strength required for demoulding. Once finished and stacked in ring-sets, the segments require about another seven days to reach the 6,000psi 28-day strength before they can be shipped to site. "When all four TBMs for NOS-ECIS are launched and running, we will need to be shipping about 60 rings (360 segments) per day at peak," said Chris Hebert, assistant



Freshly cast segment entering the steam curing room.

competitive bids for these projects and the groups in which we are listed as the precast segment supplier (Traylor/Shea/Frontier Kemper/Kenny for NEIS and Shea/Kenny for Arrowhead) were lowest bidder and on the tunneling contracts. As such we are now responsible for supplying more than a total of 130,000

Quality Casting (continued)

plant manager. "We have a delivery agreement with a local haulage company and the trailers are preloaded for the cabs to drive in, hook up and leave." When T&TNA visited the plant in early April, 2002, there were about 2,500 rings (15,000 segments) in the stockpile.

The tunnel site in Los Angeles is a trip of about 1h one way but the Palmdale location was chosen specifically for the factory. First there are several aggregate quarries in the area and the supply quarry is literally across the road. Cement is supplied by Cemex from Victorville which is also close by. Secondly, the area provided for ample space at reasonable leasing rates. As Hebert said: "Try leasing 25 acres of open land in the Los Angeles region."

Construction of the factory started in July 2001 and segment casting started in October. To meet the NOS-ECIS production schedule of 48 rings/24h, the plant operates two 8½h shifts with the crews completing a full 72-mould cycle on every shift. There are 12 moulds moving along the working line of the carousels at all times while the other 60 moulds (on four tracks of 15) are passing through the curing room. Maintenance is undertaken in the 4h between the day and night shifts and on Saturdays.

The concrete mix for the NOS-ECIS rings comprises cement, flyash, two sizes of stone aggregate, sand and Rheobuild 3000FC super plasticizer from MBT, which is the selected admixture. Palmdale does experience seasonal extremes of temperature and the mixing water, held near the batching plants in a 5,000gal tank, requires heating in winter and chilling in summer. Maximum steam temperature in the middle section of the curing room is also required in the winter months.

The hardware for the segments is supplied both locally and imported. The

sealing gasket is imported from Phoenix of Germany and is placed on each segment manually before it is compressed into the gasket groove by the



De-moulding with the vacuum lifter.

pneumatically operated compression rig. The radial joints are connected using straight bolts supplied by Ashley Forge of the U.K. while the circle joints use the Buclock system imported from C V Buchan of the UK. Cages for the specified reinforcement are assembled at the plant from prefabricated parts delivered by the steel supply subcontractor, Pacific Reinforcing of Bloomington, CA.

Quality control and tolerances at the plant are strict. Even though the segments are a primary lining into which a precast concrete carrier pipe will be inserted and back-filled, for NOS-ECIS as well as the other two projects, mould tolerance for width for example is 0.3mm. The plant is ISO 9001 certified and there are full time quality control engineers on staff for each shift. "We have our own testing regime," said Ghazi, "and we have a full inspection repair/re-

ject procedure. We cast several test cylinders per building per shift. Two cylinders we break ourselves to check the 2,000psi stripping strength. Others go to a laboratory for 7 and 28 day breaks and the City itself as the project client, is also doing its own independent sampling and tests."

Once production of the NOS-ECIS order nears completion, the factory will be prepared for the NEIS and Arrowhead projects. New moulds will be needed for these two different projects and new orders for hardware and gasket supply will need to be negotiated. The lining designed by Hatch Mott MacDonald for NEIS has 3.351m i.d. and o.d. of 3.751m and comprises a universal ring of two widths, 4 ft and 4'-6" (1.219m

and 1,372m). The Arrowhead primary segmental lining, designed by Halcrow of the UK, is also a universal ring of a standard 5 ft (1.524m) width. Where the gasket for the NOS-ECIS contract is mainly to prevent ingress of annular grout, for the NEIS alignment beneath the water table, the gasket is required to withstand potential pressures of 4 bars. On Arrowhead the gaskets for the 218in o.d., 192in i.d. primary lining must withstand pressures of up to 40 bar maximum.



Segment storage yard.

Excellent Employees/Experience (continued)



Eastbound bridge construction utilizing access trestle.

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builder in the Dallas Metroplex Area. It also involved the replacement of a fascia concrete beam and the associated deck work. Since SH183 is a major arterial route in the Metroplex, we worked closely with the State and Site Concrete to minimize traffic delays. This project was more substantial than SH549, but was still finished in 25 work days and

ahead of schedule.

◆ Village Drive Paving Repairs. This project was for the City of Rockwall. It involved installation of several drainage structures, concrete paving replacement, and replacement of concrete riprap under a railroad underpass. Upon execution of our contract, Traylor Bros., Inc. met with the City with a proposal to change several aspects of the project, saving them over 30% of the contract value, and allowing the work to be completed in 15 work days. This proposal was accepted, and the project was finished as planned.

We worked as hard on these small projects, as they posed significant safety and financial risk to us. All were finished below budget, significantly ahead of schedule, and most importantly, without accident or injury. Some of the lessons and procedures we learned on these small projects will undoubtedly see their way into our larger projects as

well. They also allowed us to train key people in more responsible positions, allowing them to develop their skills, accept more responsibility, and to grow with the company.

The Rockwall project was an excellent experience for all of us. We were able to have fun at work and in the area; we were able to meet and beat some serious technical difficulties; we were able to forge strong relationships in the community; we were able to work with the Owners to provide a superior product that will work well for them for generations to come; we were able to attract and retain excellent employees; and we grew from the experience. All of these are a part of Traylor Bros., Inc. being an employer and contractor of choice, having a positive work environment, and having the tools and ability to meet the challenges ahead.

Wickliffe Yard Is Hot Bed of Activities

The work schedule has picked up and seems to be increasing by leaps and bounds at the Wickliffe Yard. With the McAlpine Lock Replacement job in progress and the mobilization of equipment to the new Galveston job, Wickliffe's location at the convergence of the Mississippi and the Ohio Rivers has become a hot bed of activities. Picture yourself there. If you stand in any one place for too long, you will either find yourself sandblasted, maybe just painted, or possibly even scooped up by a forklift and deposited on a barge for shipping!

Some of the tasks that have been completed since the last newsletter include rebuilding the engines on the M/V Prospector tugboat and working on new wheels, shafts, cutlass bearings, rudder bushings and rub rail repairs. Just as soon as the boat hit the water, the Massman/Traylor JV boat pilot made

his way to a barge and proceeded south to Greenville, Mississippi.

Fabrication of Favco tower sections are in progress while the Evansville shop refurbishes the draw works for these cranes, destined for the same joint venture at Greenville in 2004.

The yard has loaded out four cranes, drill tools, casing pipe and other equipment shipped via the waterways to the McAlpine project.

Wickliffe has also just recently completed the installation of permanent crane running mats on the N-81 crane barge.

What used to look like a very large collection of rusting beams, has now turned into a collection of sandblasted and painted beams, along with the installation of new wood for the running mats. This makes up 76 trestle beams and 38 trestle caps which are currently being loaded for Galveston. Two

4100W's along with the M/V Bridgeman have already shipped out and the list keeps getting longer. The Wickliffe Yard is presently fabricating some 30" spuds along with the external mount spud wells for the 8' sectional barges to be used for the fender system "swinging gates" at Galveston.

Somewhere in between the equipment coming and going, 1,000 tons of falsework from barges were unloaded and returned to storage in the Yard. The Bob Hill ringer crane will also be coming to the Yard in the very near future, along with the A-610 ringer.

With the anticipation of more work and continued improvements, Wickliffe hopes to provide as much assistance to the jobsites as possible. The Yard crew appreciates the jobs that have allowed them to contribute and hopes to receive more work in the future as a result of their hard work and dedication.

Strategic Planning: Achieving Our Goals

Mission: By 2008, we will be the most respected, preferred, and consistently performing heavy-civil contractor in the United States.

Values:

1. We are committed to providing the safest work environment possible and the investment of resources and capital it takes to accomplish this.
2. We are honest and ethical in all of our business dealings.
3. Our talented employees are our greatest asset. We recognize and reward performance.
4. We are ENGINEERS. We have the ability to solve problems by having an in-depth knowledge of the heavy-civil construction business.
5. We provide a positive work environment. We respect all individuals and give them the opportunity to succeed without undue interference.
6. We communicate openly and honestly throughout the organization.
7. We believe the company is an asset to the community.
8. We believe that work should be personally fulfilling.

Consistency Is The Key

While many of you read my father's article "Envisioning TBI's Ideal Future" in last winter's newsletter, which discussed the process through which our management team has gone to develop the Strategic Plan printed above, you did not get much information on how the company might change as a result of this plan. I'd like to take this opportunity to better define this plan, and describe how together we can make Traylor a better company.

Traylor has a wonderful history of building complex underground and marine structures. We are lucky to work in an organization with such an amazing reputation for integrity and know-how. While reputations such as our own result from years and years of honest and successful business dealings, we have all seen that they can evaporate overnight. Traylor has had many outstand-

ing leaders in our ranks, but we must continue striving to improve ourselves. Our new strategic plan sets a high standard of excellence for us all and will ensure that in five years we will be a better company than we are now. In my new role as Chief Operating Officer, I will be the driving force behind the implementation of this plan. In fact, I might better define my role over the next several years as "Chief Strategic Officer."

So what does our mission statement mean? "By 2008, we will be the most respected, preferred, and **consistently** performing heavy-civil contractor in the United States." It means that by following the values stated as part of our mission and by achieving the goals which we set as a company to support these values, we will have an elite company that performs at the highest level. To me, the word "**consistently**" is the

single most important word in this mission statement. While each of the values listed below our mission statement are in some fashion already a part of the Traylor organization, none of these values



Chris Traylor

have been **consistently** followed throughout our team. We must together build a company that engrains these core values in all of its parts. We have given ourselves until the year 2008 to achieve our goals, because we know that enduring positive change does not take place overnight. Positive change results from acting out our core values day after day, so that they become second nature to us.

In coming newsletters I will highlight the individual values listed below our mission statement and describe them more fully. Each value will be supported by goals. Some of these goals may be achievable very quickly, but many of them will take years to accomplish. Please join me in our ongoing effort to make Traylor Bros., Inc. the most respected, preferred, and consistently performing heavy-civil contractor in the United States.

We hope that you have enjoyed reading our newsletter in its new format. Our hope is to publish this document every quarter in an effort to keep all of our employees and partners informed about what is going on throughout our exciting company. I'm sure you will see positive change in coming newsletters as well.

The Traylor Team has a bright future together. My goal is to unleash what I see as the tremendous potential in all of you.

Christopher S. Traylor



Customer Satisfaction

One of the basic principles of business management is CUSTOMER SATISFACTION. In fact we would like our customers, or owners, to prefer us above all of our competitors.

We seem to be in a dilemma, for the complicated, ever-changing, contractual environment in which we work seems to breed disagreement, and sometimes litigation.

We know that many owners have a reputation for equity. They are known to look fairly at unforeseen circumstances and costs. A reasonable contractor has an easy time if his product exceeds expectations, and is produced in a timely manner. Regular partnering meetings, and a sound method for timely disputes resolution often mark relationships like these.

What can we do to foster such relationships with all of our owners? (1) We must assume fairness, and develop positive relationships from the very beginning. (2) We must know our contract, and expect that each party's rights will be honored at all times. (3) We must be ever mindful of our responsibilities to the owner. (4) If an owner

or his representative initiates behavior that is damaging to our contractual rights, we must bring it to his attention immediately in a civilized and businesslike manner. If this behavior is persistent, we should involve senior management immediately. We should not expect that things will get better if a relationship starts off poorly despite our best efforts. (5) Parties to a contract should get to know one another, and develop mutual respect. We earn respect through competent performance and honest, businesslike behavior. We also earn respect by knowing our rights and demanding fair treatment.

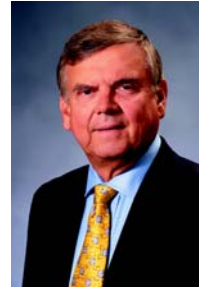
I have observed that some managers can deal equitably with the most difficult owner situations. They build up a "bank account" of goodwill through competence and fairness. When it is time to argue, intelligence, knowledge, and a "bank account" allow him to prevail with an equitable negotiation. One can ruin the possibility of this outcome by failing in any of the aforementioned responsibilities.

I observed an example of customer relationship behavior recently at Home Depot. A customer was returning a toilet that had

been installed, and then removed because his wife didn't like the color. It was returned with ample evidence of its use. The Home Depot associate issued the credit without a word, and wished the customer "Have a nice day." Being the next customer, I had a conversation with him about their return policy. He was visibly irritated, but rationalized the incident as a small cost when it comes to building customer loyalty.

I believe that some of this tolerance is required to build "give and take" relationships. One must maintain a positive demeanor throughout to make the "give" effective. However one must know that small and persistent abuses of equity are a sign of future trouble. Early in the game one must choose a significant issue on which to stand his ground, and know that senior management will support him. This can be the beginning of a quality relationship.

Quality relationships almost always result in profitable projects.



Tom Traylor

Tom Traylor



Traylor Bros., Inc.

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