

U.S. Department of Labor

Occupational Safety and Health Administration
420 Madison Ave
Suite 600
Toledo, OH 43604
Phone: 419-259-7542 Fax: 419-259-6355



Citation and Notification of Penalty

To:
Quality Ready Mix, Inc.
and its successors
16672 Co. Rd. 66A
Saint Marys, OH 45885

Inspection Number: 1090723
Inspection Date(s): 09/10/2015 - 11/25/2015
Issuance Date: 11/27/2015

Inspection Site:
750 County Road 220
Van Buren, OH 45889

The violation(s) described in this Citation and Notification of Penalty is (are) alleged to have occurred on or about the day(s) the inspection was made unless otherwise indicated within the description given below.

This Citation and Notification of Penalty (this Citation) describes violations of the Occupational Safety and Health Act of 1970. The penalty(ies) listed herein is (are) based on these violations. You must abate the violations referred to in this Citation by the dates listed and pay the penalties proposed, unless within 15 working days (excluding weekends and Federal holidays) from your receipt of this Citation and Notification of Penalty **you either call to schedule an informal conference (see paragraph below) or you mail a notice of contest** to the U.S. Department of Labor Area Office at the address shown above. Please refer to the enclosed booklet (OSHA 3000) which outlines your rights and responsibilities and which should be read in conjunction with this form. Issuance of this Citation does not constitute a finding that a violation of the Act has occurred unless there is a failure to contest as provided for in the Act or, if contested, unless this Citation is affirmed by the Review Commission or a court.

Posting - The law requires that a copy of this Citation and Notification of Penalty be posted immediately in a prominent place at or near the location of the violation(s) cited herein, or, if it is not practicable because of the nature of the employer's operations, where it will be readily observable by all affected employees. This Citation must remain posted until the violation(s) cited herein has (have) been abated, or for 3 working days (excluding weekends and Federal holidays), whichever is longer.

Informal Conference - An informal conference is not required. However, if you wish to have such a conference you may request one with the Area Director during the 15 working day contest period. During such an informal conference you may present any evidence or views which you believe would support an adjustment to the citation(s) and/or penalty(ies).

If you are considering a request for an informal conference to discuss any issues related to this Citation and Notification of Penalty, you must take care to schedule it early enough to allow time to contest after the informal conference, should you decide to do so. Please keep in mind that a written letter of intent to contest must be submitted to the Area Director within 15 working days of your receipt of this Citation. The running of this contest period is not interrupted by an informal conference.

If you decide to request an informal conference, please complete, remove and post the Notice to Employees next to this Citation and Notification of Penalty as soon as the time, date, and place of the informal conference have been determined. Be sure to bring to the conference any and all supporting documentation of existing conditions as well as any abatement steps taken thus far. If conditions warrant, we can enter into an informal settlement agreement which amicably resolves this matter without litigation or contest.

Right to Contest – You have the right to contest this Citation and Notification of Penalty. You may contest all citation items or only individual items. You may also contest proposed penalties and/or abatement dates without contesting the underlying violations. **Unless you inform the Area Director in writing that you intend to contest the citation(s) and/or proposed penalty(ies) within 15 working days after receipt, the citation(s) and the proposed penalty(ies) will become a final order of the Occupational Safety and Health Review Commission and may not be reviewed by any court or agency.**

Penalty Payment – Penalties are due within 15 working days of receipt of this notification unless contested. (See the enclosed booklet and the additional information provided related to the Debt Collection Act of 1982.) Make your check or money order payable to “DOL-OSHA”. Please indicate the Inspection Number on the remittance. You can also make your payment electronically on www.pay.gov. On the left side of the pay.gov homepage, you will see an option to Search Public Forms. Type "OSHA" and click Go. From the results, click on **OSHA Penalty Payment Form**. The direct link is:

<https://www.pay.gov/paygov/forms/formInstance.html?agencyFormId=53090334>.

You will be required to enter your inspection number when making the payment. Payments can be made by credit card or Automated Clearing House (ACH) using your banking information. Payments of \$25,000 or more require a Transaction ID, and also must be paid using ACH. If you require a Transaction ID, please contact the OSHA Debt Collection Team at (202) 693-2170.

OSHA does not agree to any restrictions or conditions or endorsements put on any check, money order, or electronic payment for less than the full amount due, and will process the payments as if these restrictions or conditions do not exist.

Notification of Corrective Action – For each violation which you do not contest, you must provide ***abatement certification*** to the Area Director of the OSHA office issuing the citation and identified above. This abatement certification is to be provided by letter within 10 calendar days after each abatement date. Abatement certification includes the date and method of abatement. If the citation indicates that the violation was corrected during the inspection, no abatement certification is required for that item. The abatement certification letter must be posted at the location where the violation appeared and the corrective action took place or employees must otherwise be effectively informed about abatement activities. A sample abatement certification letter is enclosed with this Citation. In addition, where the citation indicates that ***abatement documentation*** is necessary, evidence of the purchase or repair of equipment, photographs or video, receipts, training records, etc., verifying that abatement has occurred is required to be provided to the Area Director.

Employer Discrimination Unlawful – The law prohibits discrimination by an employer against an

employee for filing a complaint or for exercising any rights under this Act. An employee who believes that he/she has been discriminated against may file a complaint no later than 30 days after the discrimination occurred with the U.S. Department of Labor Area Office at the address shown above.

Employer Rights and Responsibilities – The enclosed booklet (OSHA 3000) outlines additional employer rights and responsibilities and should be read in conjunction with this notification.

Notice to Employees – The law gives an employee or his/her representative the opportunity to object to any abatement date set for a violation if he/she believes the date to be unreasonable. The contest must be mailed to the U.S. Department of Labor Area Office at the address shown above and postmarked within 15 working days (excluding weekends and Federal holidays) of the receipt by the employer of this Citation and Notification of Penalty.

Inspection Activity Data – You should be aware that OSHA publishes information on its inspection and citation activity on the Internet under the provisions of the Electronic Freedom of Information Act. The information related to these alleged violations will be posted when our system indicates that you have received this citation. You are encouraged to review the information concerning your establishment at www.osha.gov. If you have any dispute with the accuracy of the information displayed, please contact this office.



NOTICE TO EMPLOYEES OF INFORMAL CONFERENCE

An informal conference has been scheduled with OSHA to discuss the citation(s) issued on 11/27/2015. The conference will be held by telephone or at the OSHA office located at 420 Madison Ave, Suite 600, Toledo, OH 43604 on _____ at _____.

Employees and/or representatives of employees have a right to attend an informal conference.

CERTIFICATION OF CORRECTIVE ACTION WORKSHEET

Inspection Number: 1090723

Company Name: Quality Ready Mix, Inc.
Inspection Site: 750 County Road 220, Van Buren, OH 45889
Issuance Date: 11/27/2015

List the specific method of correction for each item on this citation in this package that does not read "Corrected During Inspection" and return to: **U.S. Department of Labor – Occupational Safety and Health Administration, 420 Madison Ave, Suite 600, Toledo, OH 43604**

Citation Number _____ and Item Number _____ was corrected on _____
By (Method of Abatement): _____

Citation Number _____ and Item Number _____ was corrected on _____
By (Method of Abatement): _____

Citation Number _____ and Item Number _____ was corrected on _____
By (Method of Abatement): _____

Citation Number _____ and Item Number _____ was corrected on _____
By (Method of Abatement): _____

Citation Number _____ and Item Number _____ was corrected on _____
By (Method of Abatement): _____

Citation Number _____ and Item Number _____ was corrected on _____
By (Method of Abatement): _____

I certify that the information contained in this document is accurate and that the affected employees and their representatives have been informed of the abatement.

Signature

Date

Typed or Printed Name

Title

NOTE: 29 USC 666(g) whoever knowingly makes any false statements, representation or certification in any application, record, plan or other documents filed or required to be maintained pursuant to the Act shall, upon conviction, be punished by a fine of not more than \$10,000 or by imprisonment of not more than 6 months or both.

POSTING: A copy of completed Corrective Action Worksheet should be posted for employee review

U.S. Department of Labor
Occupational Safety and Health Administration

Inspection Number: 1090723
Inspection Date(s): 09/10/2015 - 11/25/2015
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Citation and Notification of Penalty

Company Name: Quality Ready Mix, Inc.
Inspection Site: 750 County Road 220, Van Buren, OH 45889

The alleged violations below have been grouped because they involve similar or related hazards that may increase the potential for injury or illness.

Citation 1 Item 1 a Type of Violation: **Serious**

29 CFR 1910.146(d)(3): Under the permit-required confined space program required by 29 CFR 1910.146(c)(4), the employer did not develop and implement the means, procedures, and practices necessary for safe permit space entry operations.

a. Quality Ready Mix, Inc. - Van Buren, OH: The employer failed to implement safe procedures and practices to protect employees who entered the permit-required confined space of the cement silo weigh hopper. Employees were exposed to entrapment and engulfment hazards in that acceptable entry conditions were not specified and the space was not isolated to prevent material from entering the space during entry.

In accordance with 29 CFR 1903.19(d), abatement certification is required for this violation (using the CERTIFICATION OF CORRECTIVE ACTION WORKSHEET), and in addition, documentation demonstrating that abatement is complete must be included with your certification. This documentation may include, but is not limited to, evidence of the purchase or repair of the equipment, photographic or video evidence, or written records.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated:	12/08/2015
Proposed Penalty:	\$3,080.00

See pages 1 through 4 of this Citation and Notification of Penalty for information on employer and employee rights and responsibilities.

U.S. Department of Labor
Occupational Safety and Health Administration

Inspection Number: 1090723
Inspection Date(s): 09/10/2015 - 11/25/2015
Issuance Date: 11/27/2015



Citation and Notification of Penalty

Company Name: Quality Ready Mix, Inc.
Inspection Site: 750 County Road 220, Van Buren, OH 45889

Citation 1 Item 1 b Type of Violation: **Serious**

29 CFR 1910.146(e)(1): Before entry was authorized, the employer did not document the completion of measures required by 29 CFR 1910.146(d)(3) by preparing an entry permit:

a. Quality Ready Mix, Inc. - Van Buren, OH: On or about July 31, 2015, the employer did not prepare an entry permit which documented acceptable entry conditions prior to entering the permit required space of the cement silo's weigh hopper for cleaning purposes. Employees are exposed to hazards which, could result in entrapment and/or engulfment hazards.

In accordance with 29 CFR 1903.19(d), abatement certification is required for this violation (using the CERTIFICATION OF CORRECTIVE ACTION WORKSHEET), and in addition, documentation demonstrating that abatement is complete must be included with your certification. This documentation may include, but is not limited to, evidence of the purchase or repair of the equipment, photographic or video evidence, or written records.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated: 12/08/2015

U.S. Department of Labor
Occupational Safety and Health Administration

Inspection Number: 1090723
Inspection Date(s): 09/10/2015 - 11/25/2015
Issuance Date: 11/27/2015



Citation and Notification of Penalty

Company Name: Quality Ready Mix, Inc.
Inspection Site: 750 County Road 220, Van Buren, OH 45889

Citation 1 Item 2 Type of Violation: **Serious**

29 CFR 1910.146(g)(1): The employer did not provide training so that all employees whose work was regulated by 29 CFR 1910.146 (permit required confined spaces) acquired the understanding, knowledge, and skills necessary for the safe performance of the duties assigned under 29 CFR 1910.146:

a. Quality Ready Mix, Inc. - Van Buren, OH: On or about July 31, 2015, the employer failed to train employees in the skills necessary to ensure a safe permit space entry of the cement silo's weigh hopper. Employees that entered the space for cleaning operations were exposed to entrapment and engulfment hazards.

In accordance with 29 CFR 1903.19(d), abatement certification is required for this violation (using the CERTIFICATION OF CORRECTIVE ACTION WORKSHEET), and in addition, documentation demonstrating that abatement is complete must be included with your certification. This documentation may include, but is not limited to, evidence of the purchase or repair of the equipment, photographic or video evidence, or written records.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated:	12/08/2015
Proposed Penalty:	\$3,080.00

See pages 1 through 4 of this Citation and Notification of Penalty for information on employer and employee rights and responsibilities.



Citation and Notification of Penalty

Company Name: Quality Ready Mix, Inc.
Inspection Site: 750 County Road 220, Van Buren, OH 45889

Citation 2 Item 1 Type of Violation: **Willful**

29 CFR 1910.147(c)(1): The employer did not establish a program consisting of an energy control procedure, employee training and periodic inspections to ensure that before any employee performed any servicing or maintenance on a machine or equipment where the unexpected energizing, startup or release of stored energy could occur and cause injury, the machine or equipment shall be isolated from the energy source and rendered inoperative:

- a. Quality Ready Mix, Inc. - Van Buren, OH: On or about June 1, 2015, the employer failed to develop and implement a lockout program/procedure and training to protect employees from injury while maintaining the east aggregate conveyor. An employee (s) was exposed to the unexpected startup of the east aggregate conveyor in that the equipment was restarted while an employee was located on the conveyor to grease rollers; the machine's hazardous energy was not controlled during the maintenance task.
- b. Quality Ready Mix, Inc. - Van Buren, OH: On or about June 15, 2015, the employer did not develop and implement a lockout program/procedure and training to protect employees from injury while maintaining the inclined conveyor located on the south side of the cement silo. Employee(s) were exposed to the unexpected startup of the conveyor, its rotating parts, and adjacent belt and pulleys while adjusting the conveyor belt tension.
- c. Quality Ready Mix, Inc. - Van Buren, OH: On or about August 3, 2015, the employer did not develop and implement a lockout program/procedure and training to protect employees from injury while maintaining the auger located on the fly ash/slag silo's elevated platform. Employees were exposed to rotating part hazards while cleaning hardened material from the auger and replacing bolts during a time the machine's hazardous energy was not controlled.

U.S. Department of Labor
Occupational Safety and Health Administration

Inspection Number: 1090723
Inspection Date(s): 09/10/2015 - 11/25/2015
Issuance Date: 11/27/2015



Citation and Notification of Penalty

Company Name: Quality Ready Mix, Inc.
Inspection Site: 750 County Road 220, Van Buren, OH 45889

In accordance with 29 CFR 1903.19(d), abatement certification is required for this violation (using the CERTIFICATION OF CORRECTIVE ACTION WORKSHEET), and in addition, documentation demonstrating that abatement is complete must be included with your certification. This documentation may include, but is not limited to, evidence of the purchase or repair of the equipment, photographic or video evidence, or written records.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated:	12/08/2015
Proposed Penalty:	\$30,800.00

See pages 1 through 4 of this Citation and Notification of Penalty for information on employer and employee rights and responsibilities.

U.S. Department of Labor
Occupational Safety and Health Administration

Inspection Number: 1090723
Inspection Date(s): 09/10/2015 - 11/25/2015
Issuance Date: 11/27/2015



Citation and Notification of Penalty

Company Name: Quality Ready Mix, Inc.
Inspection Site: 750 County Road 220, Van Buren, OH 45889

Citation 3 Item 1 Type of Violation: **Repeat**

29 CFR 1910.132(a): Protective equipment was not used when necessary whenever hazards capable of causing injury and impairment were encountered:

a. Quality Ready Mix, Inc. - Van Buren, OH: On or about June 1, 2015, an employee was exposed to an approximate nine foot fall hazard when accessing the east aggregate belt for maintenance activities without the use of fall protection.

Quality Ready Mix, Inc. was previously cited for a violation of this occupational safety and health standard or its equivalent standard 29 CFR 1910.23(c)(1), which was contained in OSHA inspection number 909774, citation number 1, item number 1b and was affirmed as a final order on November 13, 2014, with respect to a workplace located at 750 County Rd. 220, Van Buren, OH, 45889.

In accordance with 29 CFR 1903.19(d), abatement certification is required for this violation (using the CERTIFICATION OF CORRECTIVE ACTION WORKSHEET), and in addition, documentation demonstrating that abatement is complete must be included with your certification. This documentation may include, but is not limited to, evidence of the purchase or repair of the equipment, photographic or video evidence, or written records.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated:	12/08/2015
Proposed Penalty:	\$6,160.00

See pages 1 through 4 of this Citation and Notification of Penalty for information on employer and employee rights and responsibilities.



Citation and Notification of Penalty

Company Name: Quality Ready Mix, Inc.
Inspection Site: 750 County Road 220, Van Buren, OH 45889

Citation 3 Item 2 Type of Violation: **Repeat**

29 CFR 1910.146(c)(4): When the employer decided that its employees would enter permit spaces, the employer did not develop and implement a written permit space entry program that complied with 29 CFR 1910.146:

a. Quality Ready Mix, Inc. - Van Buren, Ohio: On or about July 31, 2015, the employer did not implement a written permit space program which protected employees who entered the space of the cement silo's weigh hopper for cleaning purposes. An employee(s) who entered the permit-required confined space of the weigh hopper was exposed to entrapment and engulfment hazards.

Quality Ready Mix, Inc. was previously cited for a violation of this occupational safety and health standard or its equivalent standard 29 CFR 1910.146(c)(4), which was contained in OSHA inspection number 909774, citation number 1, item number 8b and was affirmed as a final order on November 13, 2014, with respect to a workplace located at 750 County Rd. 220 Van Buren, OH, 45889.

In accordance with 29 CFR 1903.19(d), abatement certification is required for this violation (using the CERTIFICATION OF CORRECTIVE ACTION WORKSHEET), and in addition, documentation demonstrating that abatement is complete must be included with your certification. This documentation may include, but is not limited to, evidence of the purchase or repair of the equipment, photographic or video evidence, or written records.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated:	12/08/2015
Proposed Penalty:	\$6,160.00



Citation and Notification of Penalty

Company Name: Quality Ready Mix, Inc.
Inspection Site: 750 County Road 220, Van Buren, OH 45889

The alleged violations below have been grouped because they involve similar or related hazards that may increase the potential for injury or illness.

Citation 3 Item 3 a Type of Violation: **Repeat**

29 CFR 1910.305(b)(1)(i): Conductors entering cutout boxes, cabinets, or fittings were not protected from abrasions.

a. Quality Ready Mix, Inc. - Van Buren, OH: On or about September 10, 2015, the employer did not assure that wires entering the Marcotte Systems electrical panel for the batching system, located in the work trailer, were protected from abrasion and that openings were effectively closed. Batch operators were exposed to electrical shock hazards.

Quality Ready Mix, Inc. was previously cited for a violation of this occupational safety and health standard or its equivalent standard 29 CFR 1910.305(g)(1)(i), which was contained in OSHA inspection number 909774, citation number 1, item number 11a and was affirmed as a final order on November 13, 2014, with respect to a workplace located at 750 County Rd. 220 Van Buren, OH, 45889.

In accordance with 29 CFR 1903.19(d), abatement certification is required for this violation (using the CERTIFICATION OF CORRECTIVE ACTION WORKSHEET), and in addition, documentation demonstrating that abatement is complete must be included with your certification. This documentation may include, but is not limited to, evidence of the purchase or repair of the equipment, photographic or video evidence, or written records.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated:	12/22/2015
Proposed Penalty:	\$2,640.00

U.S. Department of Labor
Occupational Safety and Health Administration

Inspection Number: 1090723
Inspection Date(s): 09/10/2015 - 11/25/2015
Issuance Date: 11/27/2015



Citation and Notification of Penalty

Company Name: Quality Ready Mix, Inc.
Inspection Site: 750 County Road 220, Van Buren, OH 45889

Citation 3 Item 3 b Type of Violation: Repeat

29 CFR 1910.305(g)(2)(iii): Flexible cords and cables were not connected to devices and fittings so that strain relief was provided that would prevent pull from being directly transmitted to joints or terminal screws:

a. Quality Ready Mix, Inc. - Van Buren, OH: On or about September 10, 2015, the employer did not assure that flexible cords entering the Marcotte Systems electrical panel for the batching system were equipped with strain relief to protect employees from electrical hazards.

Quality Ready Mix, Inc. was previously cited for a violation of this occupational safety and health standard or its equivalent standard 29 CFR 1910.305(g)(2)(iii), which was contained in OSHA inspection number 909774, citation number 1, item number 11b and was affirmed as a final order on November 13, 2014, with respect to a workplace located at 750 County Rd. 220 Van Buren, OH, 45889.

In accordance with 29 CFR 1903.19(d), abatement certification is required for this violation (using the CERTIFICATION OF CORRECTIVE ACTION WORKSHEET), and in addition, documentation demonstrating that abatement is complete must be included with your certification. This documentation may include, but is not limited to, evidence of the purchase or repair of the equipment, photographic or video evidence, or written records.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated:

12/22/2015

A handwritten signature in black ink, appearing to read "Kimberly Nelson", written over a horizontal line.

Kimberly Nelson
Area Director

See pages 1 through 4 of this Citation and Notification of Penalty for information on employer and employee rights and responsibilities.

U.S. Department of Labor
Occupational Safety and Health Administration
420 Madison Ave
Suite 600
Toledo, OH 43604
Phone: 419-259-7542 Fax: 419-259-6355



INVOICE / DEBT COLLECTION NOTICE

Company Name: Quality Ready Mix, Inc.
Inspection Site: 750 County Road 220, Van Buren, OH 45889
Issuance Date: 11/27/2015

Summary of Penalties for Inspection Number	1090723
Citation 1, Serious	\$6,160.00
Citation 2, Willful	\$30,800.00
Citation 3, Repeat	\$14,960.00
TOTAL PROPOSED PENALTIES	\$51,920.00

To avoid additional charges, please remit payment promptly to this Area Office for the total amount of the uncontested penalties summarized above. Make your check or money order payable to: "DOL-OSHA". Please indicate OSHA's Inspection Number (indicated above) on the remittance. You can also make your payment electronically on www.pay.gov. On the left side of the pay.gov homepage, you will see an option to Search Public Forms. Type "OSHA" and click Go. From the results, click on **OSHA Penalty Payment Form**. The direct link is <https://www.pay.gov/paygov/forms/formInstance.html?agencyFormId=53090334>. You will be required to enter your inspection number when making the payment. Payments can be made by credit card or Automated Clearing House (ACH) using your banking information. Payments of \$25,000 or more require a Transaction ID, and also must be paid using ACH. If you require a Transaction ID, please contact the OSHA Debt Collection Team at (202) 693-2170.

OSHA does not agree to any restrictions or conditions or endorsements put on any check, money order, or electronic payment for less than the full amount due, and will cash the check or money order as if these restrictions or conditions do not exist.

If a personal check is issued, it will be converted into an electronic fund transfer (EFT). This means that our bank will copy your check and use the account information on it to electronically debit your account for the amount of the check. The debit from your account will then usually occur within 24 hours and will be shown on your regular account statement. You will not receive your original check back. The bank will destroy your

original check, but will keep a copy of it. If the EFT cannot be completed because of insufficient funds or closed account, the bank will attempt to make the transfer up to 2 times.

Pursuant to the Debt Collection Act of 1982 (Public Law 97-365) and regulations of the U.S. Department of Labor (29 CFR Part 20), the Occupational Safety and Health Administration is required to assess interest, delinquent charges, and administrative costs for the collection of delinquent penalty debts for violations of the Occupational Safety and Health Act.

Interest: Interest charges will be assessed at an annual rate determined by the Secretary of the Treasury on all penalty debt amounts not paid within one month (30 calendar days) of the date on which the debt amount becomes due and payable (penalty due date). The current interest rate is one percent (1%). Interest will accrue from the date on which the penalty amounts (as proposed or adjusted) become a final order of the Occupational Safety and Health Review Commission (that is, 15 working days from your receipt of the Citation and Notification of Penalty), unless you file a notice of contest. Interest charges will be waived if the full amount owed is paid within 30 calendar days of the final order.

Delinquent Charges: A debt is considered delinquent if it has not been paid within one month (30 calendar days) of the penalty due date or if a satisfactory payment arrangement has not been made. If the debt remains delinquent for more than 90 calendar days, a delinquent charge of six percent (6%) per annum will be assessed accruing from the date that the debt became delinquent.

Administrative Costs: Agencies of the Department of Labor are required to assess additional charges for the recovery of delinquent debts. These additional charges are administrative costs incurred by the Agency in its attempt to collect an unpaid debt. Administrative costs will be assessed for demand letters sent in an attempt to collect the unpaid debt.



Kimberly Nelson
Area Director

November 27, 2015
Date