Citation and Notification of Penalty

To:
Douglas N. Higgins Inc; McKenna Contracting LLC;
dba D.N. Higgins
and its successors
3390 Travis Pointe Road
Ann Arbor, MI 48108

Inspection Site:
IFO 181 Long Key Road
Lake Surprise
Key Largo, FL 33037

Inspection Number: 1243748
Inspection Date(s): 01/16/2017 - 07/14/2017
Issuance Date: 07/14/2017

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](http://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](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 07/14/2017. The conference will be held by telephone or at the OSHA office located at 1000 South Pine Island Road, Suite 100, Fort Lauderdale, FL 33324 on _____________ at ______________. Employees and/or representatives of employees have a right to attend an informal conference.
CERTIFICATION OF CORRECTIVE ACTION WORKSHEET

Inspection Number: 1243748

Company Name: Douglas N. Higgins Inc; McKenna Contracting LLC; dba D.N. Higgins
Inspection Site: IFO 181 Long Key Road, Lake Surprise, Key Largo, FL 33037
Issuance Date: 07/14/2017

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, 1000 South Pine Island Road, Suite 100, Fort Lauderdale, FL 33324

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.

________________________________________  Date
Signature

______________________________  _______________________
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
Citation and Notification of Penalty

Company Name: Douglas N. Higgins Inc; McKenna Contracting LLC; dba D.N. Higgins
Inspection Site: IFO 181 Long Key Road, Lake Surprise, Key Largo, FL 33037

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 1910.1200(e)(1): The employer did not develop, implement, and/or maintain at the workplace a written hazard communication program which describes how the criteria specified in 29 CFR 1910.1200(f), (g), and (h) will be met: (Construction Reference: 1926.59)

On January 16th, 2017, and at times prior to, at the above addressed job site, the employer did not implement an effective hazard communication program for a worksite in which employees were exposed to silica containing dust, gasoline and carbon monoxide from the power tools during the cutting of the road surfaces, and hydrogen sulfide and methane when entering manholes.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated: 07/20/2017
Proposed Penalty: $12675.00

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: Douglas N. Higgins Inc; McKenna Contracting LLC; dba D.N. Higgins
Inspection Site: IFO 181 Long Key Road, Lake Surprise, Key Largo, FL 33037

Citation 1  Item 1 b  Type of Violation: Serious

29 CFR 1910.1200(g)(1): The employer did not have a safety data sheet in the workplace for each hazardous chemical which they use: (Construction Reference: 1926.59)(a)

On or about January 16th, 2017, at the above addressed jobsite, the employer did not have safety data sheets for the chemicals such as but not limited to gasoline and Portland Cement that were being used at the worksite, and for chemicals such as carbon monoxide, hydrogen sulfide and methane that were present at worksite.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated: 08/09/2017
Citation and Notification of Penalty

Company Name: Douglas N. Higgins Inc; McKenna Contracting LLC; dba D.N. Higgins
Inspection Site: IFO 181 Long Key Road, Lake Surprise, Key Largo, FL 33037

Citation 1  Item 1  c  Type of Violation: Serious

29 CFR 1910.1200(h)(1): Employees were not provided effective information and training on hazardous chemicals in their work area at the time of their initial assignment and whenever a new hazard that the employees had not been previously trained about was introduced into their work area:

(Construction Reference: 1926.59)

On January 16th, 2017 and at times prior to, at the above addressed job site, the employer did not train employees on the hazards associated with chemicals such as, but not limited to, silica dust, gasoline, carbon monoxide and hydrogen sulfide which they encounter during the cutting of the roadway and the entering of manholes.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated: 08/09/2017

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: Douglas N. Higgins Inc; McKenna Contracting LLC; dba D.N. Higgins  
Inspection Site: IFO 181 Long Key Road, Lake Surprise, Key Largo, FL 33037

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 2 a Type of Violation: Serious

29 CFR 1926.1203(e)(2)(ii): When entrance covers were removed, the opening was not immediately guarded by a railing, temporary cover, or other temporary barrier that will prevent an accidental fall through the opening and that will protect each employee working in the space from foreign objects entering the space:

On or about January 16th, 2017, at the above worksite, after the manhole cover had been removed the employer did not provide a guard rail around the manhole, exposing employees to a fall hazard.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated: 07/20/2017  
Proposed Penalty: $5432.00

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: 1243748  
Inspection Date(s): 01/16/2017 - 07/14/2017  
Issuance Date: 07/14/2017  

Citation and Notification of Penalty  

Company Name: Douglas N. Higgins Inc; McKenna Contracting LLC; dba D.N. Higgins  
Inspection Site: IFO 181 Long Key Road, Lake Surprise, Key Largo, FL 33037  

Citation 1 Item 2 b  Type of Violation: Serious  

29 CFR 1926.1204(c)(6): Providing pedestrian, vehicle, or other barriers as necessary to protect entrants from external hazards:  

On or about January 16th, 2017, at the above work site, the employer did not provide vehicle barriers around the work area exposing employees to a struck-by hazard.  

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM  

Date By Which Violation Must be Abated: 07/20/2017  

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: Douglas N. Higgins Inc; McKenna Contracting LLC; dba D.N. Higgins
Inspection Site: IFO 181 Long Key Road, Lake Surprise, Key Largo, FL 33037

Citation 1  Item 3  Type of Violation: Serious

29 CFR 1926.1203(e)(2)(iii): The employer did not use a calibrated direct-reading device to test for toxic gases before allowing an employee(s) to enter a confined space.

On or about January 16th, 2017, at the above addressed jobsite, the employer did not use a calibrated direct-reading device to test for toxic gases before permitting employees to enter a manhole thus exposing them to an asphyxiation hazard.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated: 07/20/2017
Proposed Penalty: $12675.00
Citation and Notification of Penalty

Company Name: Douglas N. Higgins Inc; McKenna Contracting LLC; dba D.N. Higgins
Inspection Site: IFO 181 Long Key Road, Lake Surprise, Key Largo, FL 33037

Citation 1 Item 4 Type of Violation: Serious

29 CFR 1926.1204(b): The employer did not identify and evaluate the hazards of permit required confined spaces before employees enter them:

On or about January 16th, 2017, at the above addressed work site, the employer did not identify and evaluate the hazards that were in a permit confined space thus exposing them to an asphyxiation hazard.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated: 07/20/2017
Proposed Penalty: $12675.00
Citation and Notification of Penalty

Company Name: Douglas N. Higgins Inc; McKenna Contracting LLC; dba D.N. Higgins
Inspection Site: IFO 181 Long Key Road, Lake Surprise, Key Largo, FL 33037

Citation 1 Item 5 Type of Violation: Serious

29 CFR 1926.1204(c)(4): The employer did not develop and implement the means, procedures and practices necessary for permit space entry operations, including but not limited to: Purging, inerting, flushing, or ventilating the permit space as necessary to eliminate or control atmospheric hazards;

On or about January 16th, 2017, at the above addressed worksite, the employer did not purge or ventilate the confined space before entry exposing employees to an asphyxiation hazard.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated: 07/20/2017
Proposed Penalty: $12675.00

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: Douglas N. Higgins Inc; McKenna Contracting LLC; dba D.N. Higgins
Inspection Site: IFO 181 Long Key Road, Lake Surprise, Key Largo, FL 33037

Citation 1  Item 6  Type of Violation: Serious

29 CFR 1926.1204(d)(1): The employer did not provide and maintain the equipment properly and ensure that each employee uses the - Testing and monitoring equipment needed to comply with paragraph (e) of this section:

On or about January 16th, 2017, at the above addressed work site, the employer did not provide testing and monitoring equipment exposing employees to an asphyxiation hazard in a confined space.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated: 07/20/2017
Proposed Penalty: $12675.00
Citation and Notification of Penalty

Company Name: Douglas N. Higgins Inc; McKenna Contracting LLC; dba D.N. Higgins
Inspection Site: IFO 181 Long Key Road, Lake Surprise, Key Largo, FL 33037

Citation 1  Item 7  Type of Violation: Serious

29 CFR 1926.1204(d)(9): The employer did not provide necessary equipment for safe entry into, safe exit from, and rescue from a confined space:

On or about January 16th, 2017, at the above addressed work site, the employer did not provide necessary rescue and emergency equipment for employees that were overcome inside a permit required confined space.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated: 07/20/2017
Proposed Penalty: $12675.00
Citation and Notification of Penalty

Company Name: Douglas N. Higgins Inc; McKenna Contracting LLC; dba D.N. Higgins
Inspection Site: IFO 181 Long Key Road, Lake Surprise, Key Largo, FL 33037

Citation Item 8 Type of Violation: Serious

29 CFR 1926.1204(i): The employer did not develop and implement procedures for summoning rescue and emergency services (including procedures for summoning emergency assistance in the event of a failed non-entry rescue), for rescuing entrants from permit spaces, for providing necessary emergency services to rescued employees, and for preventing unauthorized personnel from attempting a rescue:

On or about January 16th, 2017, at the above addressed work site, the employer did not develop and implement procedures for summoning rescue and emergency services, for providing necessary emergency services to rescued employees, and for preventing unauthorized personnel from attempting a rescue, thus exposing employees to an asphyxiation hazard in a confined space.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated: 07/20/2017
Proposed Penalty: $12675.00
Citation and Notification of Penalty

Company Name: Douglas N. Higgins Inc; McKenna Contracting LLC; dba D.N. Higgins
Inspection Site: IFO 181 Long Key Road, Lake Surprise, Key Largo, FL 33037

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 9a Type of Violation: Serious

29 CFR 1926.1205(a): Before entry is authorized, each entry employer must document the completion of measures required by 1926.1204(c) by preparing an entry permit:

On or about January 16th, 2017, at the above addressed worksite, the employer did not create and document the confined space entry permit.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated: 07/20/2017
Proposed Penalty: $12675.00

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: Douglas N. Higgins Inc; McKenna Contracting LLC; dba D.N. Higgins
Inspection Site: IFO 181 Long Key Road, Lake Surprise, Key Largo, FL 33037

Citation Item 9b Type of Violation: Serious

29 CFR 1926.1205(f): The entry employer did not retain each canceled entry permit for at least 1 year to facilitate the review of the permit-required confined space program required by 1926.1204(n). Any problems encountered during an entry operation must be noted on the pertinent permit so that appropriate revisions to the permit space program can be made:

On or about January 16th, 2017, at the above addressed worksite, the employer did not retain cancelled entry permits for at least one year.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated: 07/20/2017
Citation and Notification of Penalty

Company Name: Douglas N. Higgins Inc; McKenna Contracting LLC; dba D.N. Higgins
Inspection Site: IFO 181 Long Key Road, Lake Surprise, Key Largo, FL 33037

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 10a Type of Violation: Serious

29 CFR 1926.1207(a): The employer did not provide training to each employee whose work is regulated by this standard, at no cost to the employee, and did not ensure that the employee possessed the understanding, knowledge, and skills necessary for the safe performance of duties assigned under this standard:

On or about January 16th, 2017, at the above addressed work site, the employer had not provided training in the safe performance of their assigned duties in permit required confined spaces thus exposing them to an asphyxiation hazard.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated: 07/20/2017
Proposed Penalty: $12675.00

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: Douglas N. Higgins Inc; McKenna Contracting LLC; dba D.N. Higgins
Inspection Site: IFO 181 Long Key Road, Lake Surprise, Key Largo, FL 33037

Citation 1 Item 10 b Type of Violation: Serious

29 CFR 1926.1207(c): The employer did not provide training to each employee whose work is regulated by the standard. The training must establish employee proficiency in the duties required by this standard and must introduce new or revised procedures, as necessary, for compliance with this standard:

On or about January 16th, 2017, at the above addressed work site, the employer did not ensure employee proficiency required in the duties of their work regarding confined spaces thus exposing them to an asphyxiation hazard inside a manhole.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated: 07/26/2017

Condell Eastmond
Area Director
INVOICE / DEBT COLLECTION NOTICE

Company Name: Douglas N. Higgins Inc; McKenna Contracting LLC; dba D.N. Higgins
Inspection Site: IFO 181 Long Key Road, Lake Surprise, Key Largo, FL 33037
Issuance Date: 07/14/2017

Summary of Penalties for Inspection Number

<table>
<thead>
<tr>
<th>Citation 1, Serious</th>
<th>1243748</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL PROPOSED PENALTIES</td>
<td>$119507.00</td>
</tr>
</tbody>
</table>

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.

[Signature]

Condell Eastmond

Area Director

[Date]