

U.S. Department of Labor
Occupational Safety and Health Administration
299 Cherry Hill Road
Suite 103
Parsippany, NJ 07054
Phone: 973-263-1003 Fax: 973-299-7161



Citation and Notification of Penalty

To:
Anheuser-Busch InBev SA/NV, dba Anheuser-Busch
Sales of New Jersey
101 Linden Ave E
Jersey City, NJ 07305

Inspection Number: 978459
Inspection Date(s): 06/04/2014 - 12/03/2014
Issuance Date: 12/03/2014

Inspection Site:
101 Linden Ave E
Jersey City, NJ 07305

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 \$50,000 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 12/03/2014. The conference will be held by telephone or at the OSHA office located at 299 Cherry Hill Road, Suite 103, Parsippany, NJ 07054 on _____ at _____.

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

CERTIFICATION OF CORRECTIVE ACTION WORKSHEET

Inspection Number: 978459

Company Name: Anheuser-Busch InBev SA/NV, dba Anheuser-Busch Sales of New Jersey
Inspection Site: 101 Linden Ave E, Jersey City, NJ 07305
Issuance Date: 12/03/2014

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, 299 Cherry Hill Road, Suite 103, Parsippany, NJ 07054**

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



Citation and Notification of Penalty

Company Name: Anheuser-Busch InBev SA/NV, dba Anheuser-Busch Sales of New Jersey
Inspection Site: 101 Linden Ave E, Jersey City, NJ 07305

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

OSH ACT of 1970 Section (5)(a)(1): The employer did not furnish to each of his employees employment and a place of employment which were free from recognized hazards that were causing or were likely to cause death or serious physical harm to employees in that employees were exposed to crushed-by hazards.

a. 101 Linden Ave. East, Jersey City, NJ - Truck Loading Area

Employees operating powered industrial equipment (forklifts) while engaged in truck loading activities were not using seatbelts.

Violation occurred on or about June 25, 2014

b. 101 Linden Ave. East, Jersey City, NJ Controlled Environment Warehouse (CEW 1)

Employees operating powered industrial equipment (forklifts) while engaged in truck loading activities were not using seatbelts.

Violation occurred on or about June 25, 2014

c. 101 Linden Ave. East, Jersey City, NJ Controlled Environment Warehouse (CEW 2)

Employees operating powered industrial equipment (forklifts) while engaged in truck loading activities were not using seatbelts.

Violation occurred on or about June 25, 2014

d. 101 Linden Ave. East, Jersey City, NJ Truck Loading Area

Employees operating powered industrial equipment (forklifts) while engaged in truck loading activities were not using seatbelts.

Violation occurred on or about June 25, 2014

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: Anheuser-Busch InBev SA/NV, dba Anheuser-Busch Sales of New Jersey
Inspection Site: 101 Linden Ave E, Jersey City, NJ 07305

e. 101 Linden Ave. East, Jersey City, NJ Truck Loading Area

Employees operating powered industrial equipment (forklifts) while engaged in truck loading activities were not using seatbelts.

Violation occurred on or about June 30, 2014

Among other methods, one feasible and acceptable method to correct this hazardous condition would be:

1. Adhere to and require the use of the seat belt in accordance with the Consensus Standard ANSI B56.1-2012, Safety Standard for Powered Industrial Equipment, Section 5.3.19 which states: "An active operator protection device or system, when provided, shall be used."
2. Adhere to the manufacturers warning to wear seatbelts when operating the equipment.
3. Emphasize/enforce the use of seatbelts when operating powered industrial equipment.

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated:
Proposed Penalty:

12/22/2014
\$5500.00



Citation and Notification of Penalty

Company Name: Anheuser-Busch InBev SA/NV, dba Anheuser-Busch Sales of New Jersey
Inspection Site: 101 Linden Ave E, Jersey City, NJ 07305

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

OSH ACT of 1970 Section (5)(a)(1): The employer did not furnish employment and a place of employment which was free from recognized hazards that were causing or likely to cause death or serious physical harm to employees in that employees were exposed to struck-by hazards.

a. 101 Linden Ave., Jersey City, NJ - Controlled Environment Warehouse (CEW)

Employees were exposed to struck-by hazards of collapsing racks of the metal storage racking system and their contents while the employees warehoused merchandise which included, but was not limited to cases, boxes, "suitcases" and other means of packaging for beer and other beverages. Commercial steel storage racks had bent or damaged stanchions and bent or damaged shelves.

Violation observed on or about June 4, 2014

b. 101 Linden Ave, Jersey City, NJ - Keg room

Employees were exposed to struck-by hazards of collapsing racks of the metal storage racking system and their contents while the employees warehoused merchandise which included, but was not limited to beer kegs, onto the shelves. Commercial steel storage racks had bent or damaged stanchions and bent or damaged shelves.

Violation observed on or about June 4, 2014

Among methods, the following are feasible and acceptable means of abatement:

1. Adhere to the ANSI standard MH16.1-2008, and the Rack Manufacturers Institute specifications for anchoring storage racks and repair and/or replace racks with damaged components, paragraph 1.4.1 Owner Maintenance.

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

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Citation and Notification of Penalty

Company Name: Anheuser-Busch InBev SA/NV, dba Anheuser-Busch Sales of New Jersey
Inspection Site: 101 Linden Ave E, Jersey City, NJ 07305

2. Adhere to ANSI Standard MH16.2-1984 Manual of Safety Practices: A Code Of Safety Practices for the Use of Industrial and Commercial Steel Storage Racks, repair and/or replace racks with damaged components.

Date By Which Violation Must be Abated:
Proposed Penalty:

Corrected During Inspection
\$7000.00

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: Anheuser-Busch InBev SA/NV, dba Anheuser-Busch Sales of New Jersey
Inspection Site: 101 Linden Ave E, Jersey City, NJ 07305

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

29 CFR 1910.26(c)(2)(vii): Ladders having defects were not marked and taken out of service until repaired.

a. 101 Linden Ave. East, Jersey City, NJ - Fleet Maintenance 2nd level storage access

Employees who accessed a second level storage area used an portable metal ladder that was not protected by standard guardrails. The employees needed to place the metal stairs approximately 3-feet from the wall and lean/reach across the gap to open the door to access the storage area.

Violation observed on or about August 6, 2014

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated:	12/22/2014
Proposed Penalty:	\$7000.00



Citation and Notification of Penalty

Company Name: Anheuser-Busch InBev SA/NV, dba Anheuser-Busch Sales of New Jersey
Inspection Site: 101 Linden Ave E, Jersey City, NJ 07305

Citation 1 Item 4 Type of Violation: **Serious**

29 CFR 1910.37(a)(3): Exit route(s) were not kept free and unobstructed:

a. 101 Linden Ave., Jersey City, NJ - Truck loading area from the Controlled Environment Warehouse (CEW).

The employer installed a locking gate in the exit route which required employees to have special knowledge in order to egress from the CEW and through the truck loading area to the emergency exits.

Violation observed on or about June 4, 2014

b. 101 Linden Ave. East, Jersey City, NJ - East end of truck loading area

The employer did not ensure that the exit routes were kept free and unobstructed. The exit route was reduced to approximately 18-inches by the placement of a Tennant Battery-Powered Rider Scrubber.

Violation observed on or about June 30, 2014

Date By Which Violation Must be Abated:
Proposed Penalty:

Corrected During Inspection
\$3300.00

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

Inspection Number: 978459
Inspection Date(s): 06/04/2014 - 12/03/2014
Issuance Date: 12/03/2014



Citation and Notification of Penalty

Company Name: Anheuser-Busch InBev SA/NV, dba Anheuser-Busch Sales of New Jersey
Inspection Site: 101 Linden Ave E, Jersey City, NJ 07305

Citation 1 Item 5 Type of Violation: **Serious**

29 CFR 1910.37(b)(4): Signs were not posted along the exit access indicating the direction of travel to the nearest exit and exit discharge when the direction of travel to the exit or exit discharge was not immediately apparent:

a. 101 Linden Ave., Jersey City, NJ - Controlled Environment Warehouse (CEW)

Signs indicating the direction of travel to the nearest exit were not posted in the CEW and the exit was not immediately apparent to employees and temporary workers. Line of sight to the emergency exits were not visible at all times due to high stacking of pallets of beer or other beverage products.

Violation observed on or about June 4, 2014

Date By Which Violation Must be Abated:
Proposed Penalty:

12/22/2014
\$3300.00

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: Anheuser-Busch InBev SA/NV, dba Anheuser-Busch Sales of New Jersey
Inspection Site: 101 Linden Ave E, Jersey City, NJ 07305

Citation 1 Item 6 Type of Violation: **Serious**

29 CFR 1910.178(l)(4)(ii)(B): Refresher training, including an evaluation of the effectiveness of that training, was not conducted as required by paragraph (l)(4)(ii) to ensure that the operator has the knowledge and skills needed to operate the powered industrial truck safely after the operator has been involved in an accident or near-miss incident:

a. 101 Linden Ave., Jersey City, NJ - Warehouse loading docks

Employees involved in an accident were not provided training which included an evaluation of the effectiveness of the training prior to continuing the operation of equipment that included, but was not limited to Yale electric forklifts.

Violation occurred on or about June 27, 2014

Date By Which Violation Must be Abated:
Proposed Penalty:

Corrected During Inspection
\$5500.00



Citation and Notification of Penalty

Company Name: Anheuser-Busch InBev SA/NV, dba Anheuser-Busch Sales of New Jersey
Inspection Site: 101 Linden Ave E, Jersey City, NJ 07305

Citation 1 Item 7 Type of Violation: **Serious**

29 CFR 1910.178(m)(5)(i): When a powered industrial truck is left unattended, load engaging means were not fully lowered, controls were not neutralized, power was not shut off, and brakes set:

a. 101 Linden Ave. East, Jersey City, NJ - Truck Loading Area

Unattended forklifts did not have load engaging means fully lowered and brakes set. Employees left forklifts unattended (more than 25-feet) in the truck loading area without fully lowering the forks to the ground, shutting off power, and setting the parking brake.

Violation occurred on or about June 25, 2014

b. 101 Linden Ave. East, Jersey City, NJ - Truck Loading Area

Unattended forklifts did not have load engaging means fully lowered and brakes set. Employees left forklifts unattended (more than 25-feet) in the truck loading area without fully lowering the forks to the ground, shutting off power, and setting the parking brake.

Violation occurred on or about June 30, 2014

ABATEMENT DOCUMENTATION REQUIRED FOR THIS ITEM

Date By Which Violation Must be Abated:

12/22/2014

Proposed Penalty:

\$5500.00



Citation and Notification of Penalty

Company Name: Anheuser-Busch InBev SA/NV, dba Anheuser-Busch Sales of New Jersey
Inspection Site: 101 Linden Ave E, Jersey City, NJ 07305

Citation 1 Item 8 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:

a. 101 Linden Ave. East, Jersey City, NJ - Fleet maintenance building

Fleet maintenance employees were not provided effective training on hazardous chemicals used daily in their work area. Employees used hazardous chemicals, which includes, but were not limited to, Acetylene, Compressed Oxygen, Kimball Midwest Extreme Heavy Duty Foaming Cleaner, and United Anti-Seizing Compound.

Violation occurred on or about August 6, 2014

b. 101 Linden Ave. East, Jersey City, NJ - Sales Storage Area in Warehouse

Sales employees were not provided effective training on the hazards associated with compressed gasses, which included, but were not limited to Carbon Dioxide (CO2).

Violation occurred on or about September 4, 2014

Date By Which Violation Must be Abated:

01/07/2015

Proposed Penalty:

\$4400.00



Citation and Notification of Penalty

Company Name: Anheuser-Busch InBev SA/NV, dba Anheuser-Busch Sales of New Jersey
Inspection Site: 101 Linden Ave E, Jersey City, NJ 07305

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

29 CFR 1910.178(l)(1)(ii): The employer did not ensure that each operator had successfully completed the training required by paragraph (l), except as permitted by paragraph (l)(5), prior to permitting an employee to operate a power industrial truck:

a. 101 Linden Ave., Jersey City, NJ - Loading Docks, Truck loading area, Keg Room, and Controlled Environment Warehouse (CEW)

The employer authorized Warehouse employees, Sales employees, Delivery (drivers) employees, and/or Temporary employees to operate powered industrial equipment, which included, but was not limited to Yale Electric Forklifts without providing powered industrial equipment training that included a combination of formal instruction, practical training, and a performance evaluation prior to operating the forklift when the employee was initially assigned to operate the equipment.

Violation occurred on or about June 30, 2014

Date By Which Violation Must be Abated:
Proposed Penalty:

Corrected During Inspection
\$60500.00



Citation and Notification of Penalty

Company Name: Anheuser-Busch InBev SA/NV, dba Anheuser-Busch Sales of New Jersey
Inspection Site: 101 Linden Ave E, Jersey City, NJ 07305

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

29 CFR 1910.178(p)(1): Powered industrial truck(s) found to be in need of repair, defective, or in any way unsafe had not been taken out of service until restored to safe operating condition(s):

a. 101 Linden Ave., Jersey City, NJ - Loading Docks & Controlled Environment Warehouse (CEW)

Forklifts identified by employees as being defective or in need of repair were not taken out of service until restored to safe operating condition. Employees operated Yale electric forklifts with reported deficiencies, which included, but were not limited to the forklift brakes not being "good" for several days without repairs being made.

Violation occurred on or about June 6, 2014

Date By Which Violation Must be Abated:
Proposed Penalty:

Corrected During Inspection
\$60500.00

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

Kris Hoffman
Area Director

U.S. Department of Labor
Occupational Safety and Health Administration
299 Cherry Hill Road
Suite 103
Parsippany, NJ 07054
Phone: 973-263-1003 Fax: 973-299-7161



INVOICE / DEBT COLLECTION NOTICE

Company Name: Anheuser-Busch InBev SA/NV, dba Anheuser-Busch Sales of New Jersey
Inspection Site: 101 Linden Ave E, Jersey City, NJ 07305
Issuance Date: 12/03/2014

Summary of Penalties for Inspection Number	978459
Citation 1, Serious	\$41500.00
Citation 2, Willful	\$121000.00
TOTAL PROPOSED PENALTIES	\$162500.00

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 \$50,000 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

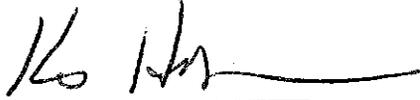
account, the bank will attempt to make the transfer up to 2 times.

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.



Kris Hoffman
Area Director

12/03/2014
Date