



## Cement Association Files Petitions for Reconsideration and Review of Industry Air Standard

On November 5th, the Portland Cement Association (PCA) filed a Petition for Reconsideration and Administrative Stay with the U.S. Environmental Protection Agency (EPA) on a number of issues in the final portland cement national emission standard for hazardous air pollutants (NESHAP).



said Brian McCarthy, PCA CEO and president. "The NESHAP emission limits are very low and will not be achievable by a number of facilities. We are concerned that the rule presents a significant threat to the continued viability of many cement companies, high

paying jobs at cement facilities and the local communities."

The NESHAP rule, signed by the EPA Administrator in August, was published in the Federal Register as a final rule on September 9, 2010 (75 Fed. Reg. 54970). The rule will require portland cement facilities to limit emissions of mercury, total hydrocarbons, hydrochloric acid and particulate matter. The compliance date for the cement industry is September 9, 2013.


According to PCA, the final rule included regulations that it and other interested parties were not afforded the opportunity to comment on, including the insertion into the final rule requirements for open clinker piles at cement manufacturing facilities and proposed startup, shutdown and malfunction standards.

"PCA supports the rising demand for portland cement through environmentally and socially responsible business practices,"

In addition to the NESHAP, there are numerous additional regulatory requirements anticipated to affect the industry during the coming years. For example, on June 4, 2010,

EPA proposed definition rules for commercial and industrial solid waste incinerator (CISWI). This rule could undermine the statistical foundation of the NESHAP rule by switching classification of cement facilities from NESHAP facilities to CISWI-regulated facilities and obviating every one of the calculations that EPA relied upon to establish the NESHAP standards.


Compliance with current and proposed EPA regulations for the cement industry could add a minimum of \$26 per ton to domestic cement production costs by 2020. "These and other rule flaws validate our request for both reconsideration of the rule and a stay of its implementation," McCarthy said. "If left unchanged, there is potential for additional cement plant closures, job losses and a reduction in U.S. cement production capacity."

PCA also plans to file a companion petition challenging the final NESHAP rule with the D.C. Circuit Court. 



### American Concrete Institute Launches Mobile-Optimized Version of Website

The American Concrete Institute (ACI) announces mobile.concrete.org, a mobile-optimized version of its award-winning website. It transforms the most popular areas on ACI's website into a format more convenient for users with mobile devices. It includes:

- Contact information: Phone and email contacts to ACI services and staff;
- Certification: Verify credentials of ACI certified professionals, find certification sponsoring groups and upcoming certification testing and training in your area;
- Committee Directory: Search for information on ACI committees, ACI committee members can search a committee member directory;
- Conventions: Access a convention program guide tailored for your mobile device. View all events at the convention, look up schedules for committee meetings and sessions, create a customized schedule and sync it to your mobile calendar; and
- Concrete Terminology: Access ACI's popular concrete terminology database in an easy-to-use mobile format. 

### in the mix ...

Pervious Concrete Placement Training .....	3
"Concrete: Make Every Dollar Count" .....	4
Calendar of Upcoming Events .....	4
Rising Materials Prices, Flat Prices	
Squeezing Hard-Hit Construction Industry .....	5
Presentation on Pervious Testing .....	5
Northern Virginia Home Builders and Residential Contractors Receive Concrete 101 .....	6
Latest NRMCA Offerings Focus on Welding, Emergency Plans .....	6
SW Virginia Council Attends VA Tech Career Fair ..	7
Slow Consumption Growth Expected .....	7
Holiday Workplace Celebrations .....	8
Effective Promotion and Marketing Strategy .....	8
Wage and Hour Audits .....	10

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**VRMCA**  
**Spring Convention**  
**TWO THOUSAND AND ELEVEN**

**MAY 15TH-17TH**  
**THE GREENBRIAR RESORT**  
**SULPHUR SPRINGS, WEST VIRGINIA**

# Pervious Concrete Placement Hands-On Training

By Hessam Nabavi,  
Director of Industry Services

As the demand for pervious concrete placement increases, so does the demand for qualified pervious concrete installers. In the past several years, hundreds of people have been certified as pervious concrete technicians in NOVA. This year alone NVCAC has organized three certification courses and over 60 new people have become certified. Unfortunately, with all this effort only a limited few have reached the second and third levels of NRMCA pervious concrete certification, which are Installer and Craftsman. We have learned that the first level of NRMCA certification only offers a general understanding of pervious concrete, but in most cases does not qualify the contractor to install pervious concrete since they still have not gained any placement experience.

One of the goals of the NVCAC Paving Committee and the VRMCA representative has been to help contractors to become more experienced and efficient in placing pervious concrete. To achieve this, NVCAC has put together a series of hands-on training events which allow contractors to practice placing pervious concrete under the direction of an experienced installer. We are hoping that this initial hands-on training creates enough excitement and motivation for some of the contractors to move on, gain additional placement experience and reach the next levels.



**James Murray (above) and Zeke Zinchiak (left) demonstrate the pervious process for attendees at the October 13 demo in Sterling, VA.**

hands-on training events which will be announced as they are scheduled.

As always we would like to thank the following individuals for their dedication to the RM Industry and their assistance in the success of this event.

Zeke Zinchiak with Z Con Inc., James Murray, Paving Committee Chairman with Rowe Materials, Sean Murnane with Virginia Concrete, Jennifer Walters with Titan Virginia, Zack Swanson with Grace, James Manley with SIKA, Joel Woerl, NVCAC 2010 Council Chairman with Titan Virginia and all those individuals at the Titan Virginia plant who helped out in preparing the site and other important details. 🚚

On October 13, the NVCAC Paving Committee sponsored the first one of these training series at the Titan Virginia Ready Mix Plant in Sterling.

One of the most experienced pervious concrete contractors who is also NRMCA Pervious Concrete Craftsman, Mr. Zeke Zinchiak with Z Con Inc. was invited to supervise the training.

Needless to say, the Paving Committee and VRMCA are in the process of planning additional pervious concrete



For coverage in future issues, send press releases and photos to [marci.malinowski@easterassociates.com](mailto:marci.malinowski@easterassociates.com) or mail to:

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Submissions may be edited for length. Inclusion is not guaranteed and may be excluded due to space.

## On the Horizon

Calendar of Upcoming Events

### NOV. 30-DEC. 2, 2010

#### ACI Concrete Field Testing Seminar and Examination\*

VDOT Harrisonburg Residency  
3536 North Valley Pike  
Harrisonburg, VA

\*PRE-REGISTRATION REQUIRED

### DECEMBER 7-9, 2010

#### ACI Concrete Field Testing Seminar and Examination\*

Chandler Concrete  
614 Norfolk Avenue SW  
Roanoke, VA

\*PRE-REGISTRATION REQUIRED

### DECEMBER 9, 2010

#### NVCAC Christmas Gathering

7:00 AM - 11:00 AM  
Sterling, VA

### DECEMBER 14, 2010

#### HRCAC Christmas Party

3:30 PM - 5:30 PM  
Surf Rider Restaurant  
Laskin Road, Virginia Beach

### DECEMBER 15, 2010

#### SWCAC Meeting

8 AM - 9:30 AM  
The Roanoker Restaurant  
2522 Colonial Avenue Southwest  
Roanoke, VA

### DECEMBER 16, 2010

#### CVCAC Christmas Luncheon and Program

11:30 AM - 1:30 PM  
Meadowbrook Country Club  
Richmond, VA

Please visit the online calendar  
for an up-to-date list of events.

[www.VRMCA.com/calendar](http://www.VRMCA.com/calendar)

## “Concrete: Make Every Dollar Count” Set as Theme for 2011 Conference



**Newport News concrete turning lane—part of the VRMCA local streets and local roads program.**

By J. Keith Beazley,  
Director of Industry Services

The theme for the annual Virginia Concrete Conference will be “CONCRETE: Make Every Dollar Count. The steering committee selected this theme in light of the concerns for the economy and the challenges for efficiencies in budgets and projects. The conference will be held on March 3-4, 2011 in the Sheraton Park South hotel in Richmond.

The 2011 Conference Highlights will include topics as: Accelerated Bridge Construction, Long Term Bridge Program, Department of Transportation Experiences with Alternate Bidding, Cost-Effective Drainage Structures, Quiet Concrete Pavements, and the NRMCA Streets and Local Roads Program and Resources. A detailed program and registration will be mailed in January.

The Concrete Conference is hosted by the American Concrete Association, Virginia Ready Mixed Concrete Ad-

visory Councils, Virginia Chapter of ACI, Precast Concrete Association of Virginia, Virginia Department of Transportation, and the Federal Highway Administration.

The Virginia Ready Mixed Concrete and the National Ready Mixed Association will enter into a promotional program for Local Streets and Roads for 2011 and this conference will have a very positive effect to introduce the program to VDOT Engineers and Local Municipal Engineers who attend this annual conference each year. A special presentation on the specification for local streets and roads already in the Virginia Specs will be presented at the conference.

Please mark calendars for the very special event for next year. The opportunity to talk and meet with the decision makers in state and local governments is a great opportunity and benefit. 🚚

## Rising Materials Prices, Flat Prices for Finished Projects Squeezing Hard-Hit Construction Industry

Construction contractors continue to be squeezed by rising prices for key construction materials and flat prices for what they can charge for finished projects, according to an analysis of the October Producer Price Index figures by the Associated General Contractors of America. Prices for materials used in construction jumped by 0.6 percent in October and 4.8 percent over the past 12 months, while the price index for finished buildings remained flat.

“As if declining demand and dramatic layoffs weren’t enough, the construction industry also has to pay more for key materials while charging the same for finished projects,” said Ken Simonson, the association’s chief economist. “This squeeze is likely to force firms to shut their doors, compounding the already staggering 17.3 percent unemployment rate for the sector.”

Simonson noted that prices in October soared for a range of key construction

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**“This squeeze is likely to force firms to shut their doors, compounding the already staggering 17.3 percent unemployment rate for the sector.”**

materials. For example, the price of diesel fuel is up 7.2 percent since September and 20 percent since October 2009. Copper and brass mill shapes are up 5.4 percent for the month and 15 percent for the year. The price of steel mill products is up 1.4 percent since September and 12 percent over the past 12 months.

Prices for some construction materials, however, remained flat or declined slightly this past month, Simonson added. Concrete prices were unchanged from the previous month and down 0.4 percent

from the previous year. Gypsum products declined by 0.2 percent since September but were unchanged from October 2009. Prices for asphalt paving mixtures and blocks dropped 0.5 percent in October but were still 4.8 percent higher than last year. And lumber and plywood prices declined 0.9 percent since September but rose 6.7 percent during the past 12 months.

Contractors are likely to continue to be squeezed by rising materials prices and flat prices for completed projects for the remainder of the year, Simonson predicted. He added that contractors will be vulnerable to sudden price spikes in multiple materials in 2011 as the U.S. and foreign economies gradually recover.

“Unfortunately, demand for construction will likely remain weak for several more months, exacerbating the price squeeze that has already taken a toll on many firms and far more workers,” Simonson noted. 🚧

### Blue Ridge Hears Presentation on Pervious Testing

Even during this slow economic period municipalities, school systems and developers are interested in Pervious Concrete paving. This also means that testing laboratories and design engineers are interested in the design mixes and testing procedures for the product, and so are VRMCA members. As part of the Blue Ridge Council’s ongoing series of self-education presentations, Will Rafferty of Swope & Associates recently spoke on the topic at the regular luncheon gathering of the Council. This was quite obviously a popular topic as a group of 24 attendees filled the meeting room which normally only sees about 12-15 members.

Rafferty stressed several points: that the process of establishing firm testing procedures for pervious concrete is still ongoing; that any testing results must be considered “laboratory” results and not “in place” results; and that while many different mix designs will produce satisfactory



**Will Rafferty of Swope & Associates speaks to attendees about design mixes and testing procedures for pervious concrete.**

concrete, placement – and proper curing – are still paramount. Lengthy discussion by members showed that this product, while popular, is still misunderstood. Experienced installers continue to adapt placement methods and ready-mix producers continue to try various aggregates, admixtures and cementitious materials in search of the “best” mix.

Members learned that the old “baseball” method of testing pervious is definitely out, as it seems to have led to mix designs that were too dry and subject to raveling. Current thinking seems to be leaning toward an inverted slump cone test as an indication of wetness and as yet undetermined tests to show density and void percentages. Rafferty suggested that everyone “stay tuned” for further developments as the industry works toward effective and accurate testing procedures. 🚧

## Northern Virginia Home Builders and Residential Contractors Receive Concrete 101

By Hessam Nabavi,  
Director of Industry Services

On November 10th, NVCAC Residential Committee and VRMCA had sponsored a seminar that was titled "Concrete 101" for the Northern Virginia home builders and residential contractors at the newly built ABC Virginia Headquarters in Dulles.

This was an initiative to bring the basic education about the various benefits and applications of concrete in residential construction to this audience. This course also specifically talked about "Why Concrete is Green" and Concrete's Contribution to LEED. This seminar was presented by NRMCA Senior Resource Director, Mr. Phil Kresge. The builders who were present at the seminar showed a great deal of interest, especially the green benefits of concrete. To view the details of this presentation please go to <http://www.vrmca.com/regions/default.aspx?region=4>.



**NRMCA Senior Resource Director, Phil Kresge discusses the basics of concrete application.**

NVCAC would like to thank Phil Kresge for a great presentation. NOVA Council also would like to give our appreciation to Bill McNamara, Residential Committee Chair with Essroc Cement,

David Acott with Titan Virginia, David Snider with Virginia Concrete, Mike Renzi with Vulcan Materials and Lewis Lee with Luck Stone for their effort in promoting this event. 🚚

### Latest NRMCA Offerings Focus on Welding, Emergency Plans

The National Ready Mixed Concrete Association has released two more offerings in its growing list of safety-related publications. Welding Safety and Emergency Plans for the Ready Mixed Concrete Industry, #19 and #20 in NRMCA's Safety Series, are now available.

Welding Safety for the Ready Mixed Concrete Industry is a CD-based PowerPoint presentation and instructor notes designed to teach welding safety. Topics include personal protective equipment (PPE), hot work permits, fire watch duties and portable fire extinguisher use. Emergency Plans for the Ready Mixed Concrete Industry is also a CD-based PowerPoint presentation with instructor notes. It explains the OSHA-mandated plans of Emergency Action and Fire Prevention. Additionally, a Vehicle Recovery Plan is covered to help companies quickly and effectively deal with recovering a vehicle after an accident or breakdown. In both publications, quizzes and training documentation forms are enclosed to help track personnel training.

"Many fires and injuries have been attributed to welding at ready mixed concrete plants," said Doug Rexroad, director of health, safety and environmental at NRMCA member company Essroc Ready Mix and NRMCA Safety Task Group chairman. "We made these training programs specific to the ready mixed concrete industry for a quicker transfer of knowledge to the workforce. The emergency plans' training program helps a company to standardize these procedures while focusing on the unique site specific hazards of each plant."

"NRMCA will continue to proactively address safety issues in the ready mixed concrete industry," added Gary Mullings, NRMCA's senior vice president of operations and compliance. "Many of our members have plants spread over a large geographic distance and this makes training difficult."

Welding Safety and Emergency Plans join 19 other NRMCA Safety Series publications. Earlier this year, NRMCA published #18, Night Pour Safety for the Ready Mixed Concrete Industry, designed to teach employees the importance of hazard recognition when it comes to night pours. Click here for a complete list of titles and descriptions of each Safety Series item. 🚚

## Southwest Virginia Council Attends Virginia Tech Fall Career Fair



**Robert O'Brian of Lynchburg Ready-Mix talks with a student at the September career fair.**

### By Bob Nablo, Director of Industry Services

Again this year the Southwest Virginia Council took part in the Virginia Tech Fall Career Fair for engineering and building construction students. The Council has attended these events for several years, and they are always excellent opportunities to talk with students and faculty members. This year VRMCA member company, Branscomb also had a booth and representatives at the fair.

Student interest was strong, with applicants interested in everything from internships and co-op positions to full time employment. In these situations VRMCA tries to take the resumes of interested students and see that they get into the hands of potential employers.

As many of you recall, Dr. Yvan Beliveau is stepping down as Director of the School of Construction at the end of this year, but he will continue to teach and work closely with our Association. Dr. Walid Thabet is the Building Construction Department Head and also a good friend of VRMCA. Dr. Thabet also has invited VRMCA members to attend the 2010 Capstone Presentations and Banquet scheduled for December 10. Call Bob Nablo if you are interested in attending this event.

Both the career fairs and the social events are good opportunities to interact with students who may be working in the construction industry in the near future, and to influence the faculty members who are teaching them. If you have interest in attending a future event please contact VRMCA. 🚚



## Cement Industry Expects Slow Economic Recovery to Hold Down Consumption Growth

The economic momentum that was gathering steam early in the year has dissipated to a large extent and along with it the potential for an increase in cement consumption in 2010, according to the most recent economic forecast from the Portland Cement Association (PCA).

In 2010, PCA anticipates nearly flat growth, with a 0.3 percent increase in consumption. Although this will be followed by small increases of 1.4 percent in 2011 and 4 percent in 2012, a period of sustained growth is forecasted for 2013 and beyond.

"Unfortunately, future gains in construction activity are dictated by labor conditions today," Edward Sullivan, PCA chief economist said. "Slow job growth leads to slower home purchases and start activity, it undermines the speed at which state deficits can heal impacting public construction, and implies low occupancy rates for the non-residential market."

While small percentage gains could characterize each of these segments during the next two years, substantive cement consumption volume gains are unlikely to materialize in until 2013. This implies a phase of cement consumption reflecting only modest growth for the near term. 🚚

## Holiday Workplace Celebrations and Liability

By Stephen Hartzell

With the holiday season upon us, your company may host a party or other social event for employees or clients. The decision whether to serve alcoholic beverages is an important one. Any event that involves serving alcoholic beverages poses special legal risks.

As you may know, many states have adopted “social host” liability rules which hold “social hosts” liable for damages for serving alcoholic beverages to an underage guest or to a guest who becomes intoxicated, operates a vehicle in a negligent fashion, and causes injury to another person.

If you decide to serve alcoholic beverages, you will wish to check your insurance policy or talk with your insurance agent concerning “special occasion” coverage. 🚗



### Effective Promotion & Marketing Strategy: Importance of Marketing in a Downturn Economy



Relationships”. This is for the long term and if it is combined with the principle of follow through it has the potential of exponential growth and long term prosperity.

NVCAC is truly grateful to Phil Kresge for his willingness to assist this council in many of the promotional and educational effort throughout.

To view the entire presentation please go to <http://www.vrmca.com/regions/default.aspx?region=4> and look for the link “Effective Promotion and Marketing Strategy” and for a handout from Phil called “The Importance of Marketing in a Downturn Economy”. 🚗

For the wrap up of 2011 in the last business meeting on November 11th, the Northern Virginia Concrete Advisory Council sponsored a widely requested seminar as part of our educational series for NVCAC members, “Effective Promotion and Marketing Strategy” and “The Importance of Marketing in a Downturn Economy”.

Mr. Phil Kresge, Senior National Resource Director with NRMCA was the presenter.

In this presentation Phil talked about “Sales VS. Promotion”, Building a Promotion Plan, etc.

Sales, is a pinnacle activity involved in the exchanging of products or services for compensation. It is an act of completion of a commercial activity and it is short term.

Promotion, on the other hand is one of the four elements of marketing mix (product, price, promotion, distribution). It is the communication link between sellers and buyers for the purpose of influencing, informing, or persuading a potential buyer’s purchasing decision. In reality “Promotion is about Opening the Doors”. “It is about Building





# Concrete Field Testing Technician Certification Program

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## 2011 ACI TRAINING SEMINAR & EXAM SCHEDULE

**Register Now ... Limited to the first 35 registrants!**

Please periodically check our website for class availability at [www.vrmca.com](http://www.vrmca.com).

Warrenton	January 10, 11, 12
Roanoke	January 18, 19, 20
Hampton	February 8, 9, 10
Richmond	February 15, 16, 17
Harrisonburg	March 8, 9, 10
Fredericksburg	March 22, 23, 24
Roanoke	April 5, 6, 7
Hampton	April 19, 20, 21
Warrenton	May 3, 4, 5
Richmond	May 24, 25, 26
Bristol	June 21, 22, 23
Harrisonburg	June 28, 29, 30
Hampton	July 19, 20, 21
Roanoke	August 2, 3, 4
Richmond	August 9, 10, 11
Fredericksburg	August 30, 31, September 1
Warrenton	October 4, 5, 6
Bristol	October 25, 26, 27
Richmond	November 15, 16, 17
Harrisonburg	November 29, 30, December 1
Roanoke	December 6, 7, 8

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List of Participants	Seminar Date/Location
_____	_____
_____	_____
_____	_____

## COURSE REGISTRATION

Course fee includes 2-day course, ACI workbook, *PCA Design & Control* and examination. Materials will be provided when you arrive for class.

- \$330 per person for VRMCA members
- \$435 per person for VDOT
- \$495 per person for non-members

### Exam Retest

You must retest within one year of your original test date.

- \$170 retest fee

*Notice: If you have a disability and need assistance to participate in the training or to take the examination, contact VRMCA headquarters at least two weeks prior to the course date.*

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AND AMERICAN CONCRETE INSTITUTE



# Have You Been Through a Wage and Hour Audit Yet?

By John G. Kruchko and Christin L. Eberst

Are you confident your business is complying with government hiring and wage and hour regulations? Government audits are no longer simply a scare tactic to ensure employers abide by immigration and wage and hour regulations; rather, they are becoming a more common occurrence. Over the past year, government agencies have increased the number of investigations to ensure employers observe existing laws and regulations. Two noticeable areas of increased regulation employers should be aware of are hiring procedures and wage and hour compliance.

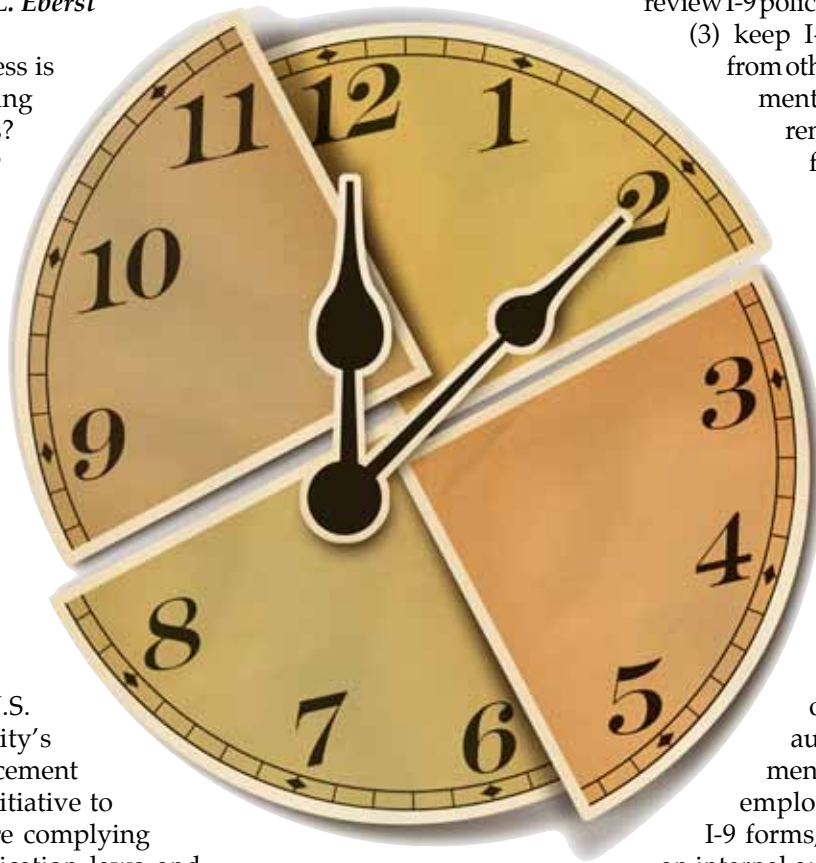
## The ICEman Cometh

Starting in July 2009, the U.S. Department of Homeland Security's Immigration and Customs Enforcement ("ICE") launched an aggressive initiative to regulate and ensure employers are complying with employment eligibility verification laws and regulations (i.e., the lawful hiring of immigrants). This initiative has been aimed at holding employers accountable for any wrongful hiring practices and to ensure a legal workforce.

To guarantee that proper hiring procedures are followed (more specifically, the proper completion of I-9 forms), ICE may audit a company's hiring records. Following a July 2009 press release regarding ICE's new initiative, the agency issued Notices of Inspections (NOIs) to 652 businesses. A receipt of an NOI initiates the auditing process. ICE has since issued over 1,000 more NOIs in November 2009 and another 500 NOIs this past September, 2010. Employer liability following an audit may result in significant fines and possible criminal sanctions.

Any employer may be the subject of an I-9 audit; all employers should therefore take preventive measures now to decrease the risk of potential liability. Employers are required to complete and retain an I-9 form for every employee hired for at least three years after hire, or one year after the employee has been terminated, whichever is later. These forms should be kept by the employer and not submitted to ICE, unless otherwise requested.

Other than retaining and completing a form for each employee, the following steps may help limit liability: (1) ensure that the correct version of the I-9 form is being used; (2)



review I-9 policies and procedures; (3) keep I-9 forms separate from other personnel documents; (4) separate current employee forms from those employees who are no longer with the company; (5) ensure an employee's authorization document is on the List of Acceptable Documents and is genuine; (6) refrain from discriminating when reviewing the genuineness of an employee's authorization document; (7) properly train employees who review I-9 forms; and (8) complete an internal audit of I-9 records.

While this is not a complete list of recommendations, it may help reduce an employer's potential liability. Remember, if your company receives an NOI letter, you have three (3) days in which to respond and submit the required, original I-9 forms for inspection.

## Not to be Outdone ... Here comes the DOL

ICE is not the only agency to step up their audits of employers. The Department of Labor ("DOL") is also increasing its efforts to ensure wage and hour compliance. Shortly after the new Secretary of Labor, Hilda L. Solis, was confirmed on February 24, 2009, she made a statement voicing her concerns over employers' failure to follow wage and hour laws. In a March 2009 press release, Solis reiterated her commitment to ensure that "every worker is paid at least the minimum wage, that those who work overtime are properly compensated, that child labor laws are strictly enforced and that every worker is provided a safe and healthful environment."

Following this press release, the DOL began implementing a plan to step-up enforcement and "reinvigorate the work of this ... agency." In March 2009, the DOL vowed to add 250 field investigators to their Wage and Hour Division ("WHD"). By the end of the 2009 fiscal year, over 160 new investigators had been hired and plans are in place to continue this aggressive

**“These are complex issues that should not be ignored. While a preemptive self-audit may seem costly, a DOL investigation or law suit will cost significantly more.”**

hiring scheme. Since these new hiring efforts began, WHD has completed nearly 25,000 compliance actions and collected more than \$172,600,000 in back wages for more than 219,000 workers nationwide.

The DOL is apparently not yet finished. The 2011 Fiscal Year budget includes a request for a new multi-agency Misclassification Initiative to strengthen both federal and state efforts to combat employee misclassifications. This new initiative, in addition to the hiring plan already in place, would continue to aid the DOL’s ability to investigate wage and hour violations.

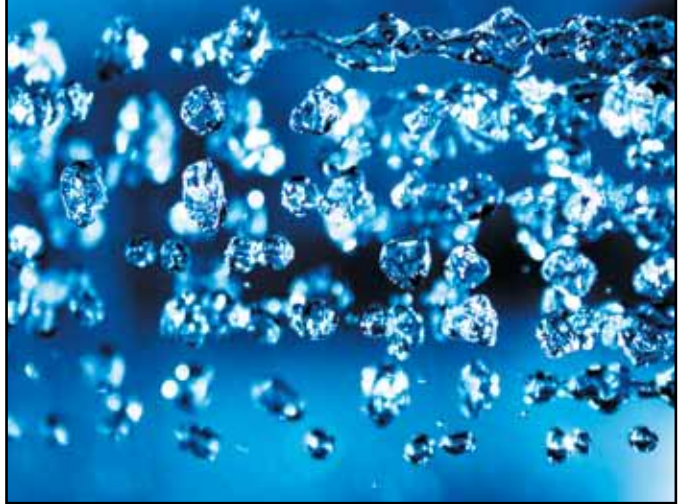
In light of the DOL’s increased compliance measures, employers can be sure of an increase in audits. So, what should an employer do? Most importantly, employers should be very proactive in ensuring compliance; do not wait until an audit letter is deposited in your mailbox. This requires employers to look closely at all its wage and hour issues, including, but not limited to: meal and rest breaks, employee classifications (both exempt versus non-exempt classifications, and employee versus independent contractor classifications), the correct payment of overtime, and other wage and hour issues, such as Family and Medical Leave Act compliance and child labor requirements. When conducting this “internal audit” be sure to check compliance with both federal and state wage and hour laws. States are free to craft wage and hour laws that are even more onerous than their federal counterparts.

In order to prevent liability for your business, we recommend that you complete, at a minimum, an internal audit of these issues and have an attorney review the company’s policies, procedures and results of the audit. These are complex issues that should not be ignored. While a preemptive self-audit may seem costly, a DOL investigation or law suit will cost significantly more. If your business has never performed an internal audit and you are unsure how to get started, we recommend you contact your Labor and Employment attorney to assist you. 🚚

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