

# GOVERNOR'S MONTHLY REPORT OCTOBER 2012



STATE OF ARIZONA  
DEPARTMENT OF LIQUOR LICENSES AND CONTROL

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The information reported in this document is used to keep the Governor and staff apprised of accomplishments, key issues, and upcoming events as they relate to the Department of Liquor Licenses and Control, and its three divisions (Licensing, Administration, and Investigations) on a monthly basis.

**GRANTS & FUNDING**  
**LIQUOR ENFORCEMENT & EDUCATION OUTREACH GRANT**  
**CUB (COVERT UNDERAGE BUYER) PROGRAM**

In an effort to curb the sale of liquor to underage persons, the Covert Underage Buyer (CUB) program was instituted in June of 2003. This program provides the resources necessary for DLLC to investigate reported complaints of liquor licensed businesses suspected of one or more underage liquor law violations. When DLLC has reasonable suspicion that a liquor-licensed establishment is selling liquor to underage customers, the agency will send in a covert underage buyer, or CUB, to attempt to purchase liquor. The CUBs are between the age of fifteen (15) and nineteen (19), and are carefully trained by DLLC investigators to understand and follow state laws, including DLLC's CUB investigations guidelines. DLLC provides CUB program training to all Arizona law enforcement agencies, allowing the program to operate statewide.

DLLC conducted investigations of fourteen (14) liquor-licensed establishments using two (2) CUBs. Five (5), or thirty-six (35.7%) percent, of these establishments sold alcohol to a (CUB) resulting in eight (8) criminal and twenty-two (22) administrative violations. All fourteen (14) locations were investigated in response to complaints received by DLLC.

DLLC saw a decrease of seventeen (16.7%) percent in the number of establishments that sold to CUBS compared to the previous month, September 2012 (6). There was a sixty-seven (66.7%) percent increase in the number of establishments that sold to CUBs when compared to October 2011 (3). To date in CY 2012, thirty-seven (36.5%) percent of establishments investigated sold to CUBs.

Since the inception of the program, three thousand one hundred forty-nine (3,149) establishments have been investigated and nine hundred sixty-three (963) or thirty-one (30.6%) percent have sold to CUB buyers resulting in two thousand three hundred twenty-six (2,326) administrative violations and one thousand nine hundred thirty-three (1,933) criminal citations.

**CUB Program Statistics**

<b>Calendar Year</b>	<b>Locations Investigated</b>	<b># Sold to CUB</b>	<b>% of Locations that Sold to CUB</b>	<b>Administrative Violations</b>	<b>Criminal Violations</b>
<b>2003</b>	122	33	29	70	71
<b>2004</b>	217	55	25	122	136
<b>2005</b>	337	108	32	342	283
<b>2006</b>	475	148	31	409	317
<b>2007</b>	450	108	24	200	201
<b>2008</b>	572	172	30	416	349
<b>2009</b>	392	115	29	234	229
<b>2010</b>	169	96	57	207	129
<b>2011</b>	234	62	26	143	69
<b>2012</b>	181	66	36	183	149

An Underage Drinking Hotline is in operation for concerned citizens to call when underage drinking, service, or sales are suspected. With each complaint DLLC launches an investigation. The Underage Drinking Hotline number is 1-877-NOT-LEGL or 1-877-668-5345.

**GRANTS & FUNDING**  
**LIQUOR ENFORCEMENT & EDUCATION OUTREACH GRANT**  
**TRACE (TARGET RESPONSIBILITY FOR ALCOHOL CONNECTED EMERGENCY)**

The TRACE (Target Responsibility for Alcohol Connected Emergency) program began in June 2004 to develop a system of effective and rapid communication between local law enforcement and emergency medical services (EMS), a service providing out-of-hospital acute care and transport), personnel in high-profile cases which involve underage drinking. Each TRACE case is concluded only when the source of liquor is traced back to the supplier and the supplier is charged with a criminal and/or administrative violation.

TRACE is a statewide operation with one (1) full time investigator available for immediate response to alcohol-related emergencies which involve an underage person(s).

**TRACE Program Statistics**

<b>Calendar Year</b>	<b>Total # of New Cases</b>	<b>Administrative Violations</b>	<b>Criminal Violations</b>
<b>2005</b>	11	5	3
<b>2006</b>	11	24	12
<b>2007</b>	4	9	6
<b>2008</b>	6	6	3
<b>2009</b>	8	20	4
<b>2010</b>	5	13	4
<b>2011</b>	5	0	0
<b>2012</b>	4	8	0

There were no new TRACE cases opened or closed this month.

## OUTREACH

### Community & Agency Outreach

Community and agency outreach meetings and presentations create opportunities to increase DLLC's efficiency and relevancy, encourage agency collaborative efforts, and promote safe and legal alcohol distribution, sales, and consumption in Arizona.

#### **Community and agency outreach during the month:**

- National Association of Licensing and Compliance Professionals Annual Conference- Director attended
- Ad Hoc Committee on Intergovernmental Coordination of Costs and Services Related to Alcohol Addiction in the Northern Arizona Region- Director attended
- FBI National Academy Associates Fall Retrainer- Deputy Director attended
- International Police Mountain Bike Association training- Deputy Director attended
- National Liquor Law Enforcement Association 26th Annual Conference- Deputy Director attended
- Communities Preventing Substance Abuse Work Group- Asst. Director of Administration attended
- South Mountain WORKS Coalition: Adult Influence Training- Director of Communications attended

#### **Law Enforcement Special Detail:**

- 2 CUB details and ASU tailgate event - Palubeskie
- Phoenix PD High Intensity Drug Trafficking Areas (HIDTA) and gambling case- Ribera
- NFL game detail- Jaramillo, Trevizo and Turner
- ASU game detail- Jaramillo
- Oktoberfest and Tequila Sunrise detail- Parris
- Special detail in Tombstone- Byrd, Gothelf and Zacarias
- Mohave County work-Eaton
- Sound Wave Rave in Tempe- Miller, Palubeskie, Parris, Jaramillo and Zacarias
- Alcohol and Tobacco Tax and Trade Bureau (TTB) training- Vernier, Kuhl, Miller and Parris attended
- Training at the University of Arizona- Zacarias instructed
- Decision Shoot Training- All officers attended and Parris instructed
- Out of area complaints and COE Below 100 Training-All officers

## SUCCESS STATISTICS INVESTIGATIONS

It is the responsibility of the Investigations Division to ensure that all licensees statewide adhere to A.R.S. Title 4 (Arizona liquor laws) and all Rules established by the DLLC.

Investigators completed three hundred fifteen (315) routine liquor inspections (RLIs) at licensed establishments and events throughout Arizona resulting in two hundred and three (203) criminal citations and two hundred thirty-five (235) administrative violations. The following success statistics were completed by a staff of fourteen (14) fulltime, sworn officers who uphold a statewide officer-to-liquor license ratio of 1:839.

Total investigative achievements were one thousand two hundred and eight (1,208) this month which is a decrease of two (1.5%) percent when compared to the one thousand two hundred twenty-seven (1,227) investigative achievements in October 2011.

<b>Achievements:</b>	<b>Current Month</b>	<b>Total FY 2013</b>	<b>1 Year Ago This Month</b>	<b>Total FY 2012</b>
Hidden Ownerships Completed	2	11	2	25
Site Inspections Completed	27	122	68	760
Actioned (administrative) Complaints	11	37	6	72
Non-Actioned (criminal) Complaints	48	177	56	454
Administrative Counts Charged	235	721	196	1,666
Criminal Citations Issued	203	501	160	1,809
Routine Liquor Inspections Completed	315	994	223	2,503
Compliance Case Reports Submitted	52	177	101	889
On-view Violation Case Reports	32	108	89	758
Law Enforcement Liaison Completed	87	346	93	985
<b>Underage Investigations Statistics:</b>				
Citations Issued to Underage	61	185	93	918
Total Violations	135	432	140	1,715
<b>Total Achievements:</b>	1,208	3,811	1,227	12,554

The number of citations DLLC investigators issued to underage persons decreased from 93 to 61 and the total number of violations decreased from 140 to 135 compared to October 2011.

<b>Current Month</b>	<b>Younger than Age 15</b>	<b>Age</b>					
		<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>
<b>Age of minor cited</b>	0	0	3	1	11	24	22

Of the sixty-one (61) citations the DLLC investigators issued to underage persons, twenty-two (22) were twenty years old, twenty-four (24) were nineteen years old, eleven (11) were eighteen years old, one (1) was seventeen years old and three (3) were sixteen years old.

**SUCCESS STATISTICS**  
Investigations (continued)

<b>Statute/ Definition</b>	<b># of Citations Issued This Month</b>	<b># of Citations Issued in FY 2013</b>	<b>1 Year Ago This Month</b>	<b># of Citations Issued in FY 2012</b>
<b>A.R.S. § 4-241.A</b> Failure to Check ID	4	27	3	59
<b>A.R.S. § 4-241.L</b> Use of false ID to buy alcohol	13	55	19	154
<b>A.R.S. § 4-241.M</b> Underage solicits third party buyer	3	9	4	34
<b>A.R.S. § 4-241.N</b> Use of false ID to enter premises	11	32	8	93
<b>A.R.S. § 4-244.1</b> Selling without a license	1	1	0	9
<b>A.R.S. § 4-244.9</b> Furnishing alcohol to an underage, underage in possession/consumption	53	144	44	554
<b>A.R.S. § 4-244.13</b> Employee consuming on duty	0	2	n/a	n/a
<b>A.R.S. § 4-244.20</b> Consume in a public place	2	16	0	59
<b>A.R.S. § 4-244.41</b> Alcohol in system of underage	29	71	43	548
<b>A.R.S. § 4-251</b> Consumption/open container in vehicle	3	6	n/a	n/a
<b>A.R.S. § 13-2907.01</b> Providing false information to state	2	3	2	28
<b>A.R.S. § 28-3478.1</b> Unlawful use of driver's license	4	36	0	60
<b>A.R.S. § 28-3478.3</b> Using another person's driver's license	3	17	11	84

The total number of citations issued due to Failure to Check ID increased from three (3) in October 2011 to four (4) in October 2012 or by thirty-three (33.3%) percent. The number of citations issued due to Furnishing Alcohol to an Underage, Underage in Possession/Consumption increased from forty-four (44) in October 2011 to fifty-three (53) in October 2012 or by twenty-one (20.5%) percent. The number of citations issued due to Use of False ID to Buy Alcohol increased from nineteen (19) in October 2011 to thirteen (13) in October 2012 or by thirty-two (31.6%) percent.

## SUCCESS STATISTICS LIQUOR LICENSE AUDITS

The Audit Unit monitors and performs audits of two types of liquor-licensed establishments; hotel/motel with restaurant (series 11); and restaurant (series 12). Audits are conducted to ensure that restaurants are not operating as bars and are maintaining a 40:60 food-to-liquor sales ratio which is required by Title 4.

Currently there are one hundred sixty-one (161) active Series 11 (hotel/motel) licenses and three thousand two hundred seventy-two (3,272) active Series 12 (restaurant) licenses statewide. Compared to October 2011, the number of hotel/motel with restaurant licenses remained the same and the number of restaurant licenses has increased by eighty-eight (88) or three (2.8%) percent.

DLLC employs two (2) fulltime auditors. With a total of three thousand four hundred thirteen (3,433) restaurant-type licenses combined, the statewide auditor-to-liquor license ratio is 1:1,717.

<b>Audit Status</b>	<b>Current Month</b>	<b>This Month Last Year</b>
<b>Audits closed</b>	4	9
<b>Audits initiated</b>	4	9
<b>Audits in progress</b>	16	15
<b>Open cases w/projected ratio of &gt;37%</b>	8	7
<b>Open cases w/projected ratio between 30 to 37%</b>	5	6
<b>Open cases w/projected ratio of &lt; 30%</b>	3	2
<b>Locations granted 1 year to continue operation</b>	1	0
<b>Locations being monitored</b>	82	97

Four (4) audits were completed in Maricopa and Mohave Counties which resulted in actionable violations in three (3) of those cases. There were sixteen (16) audits in progress and eighty-two (82) locations being monitored. In October 2011, there were nine (9) audits completed, fifteen (15) audits in progress and ninety-seven (97) locations being monitored.

<b>Audit Action</b>	<b>Current Month</b>	<b>Total FY 2013</b>	<b>This Month Last Year</b>	<b>Total FY 2012</b>	<b>Total 2003 To Present</b>
<b>Audits completed</b>	4	25	9	90	560
<b>Audits passed</b>	3	17	5	58	263
<b>Audits failed</b>	1	7	2	23	234
<b>Inconclusive</b>	0	1	2	9	57
<b>Other charges only</b>	0	0	0	0	6

Of the four (4) audits completed this month, three (3) passed and one (1) failed.

**SUCCESS STATISTICS**  
**Liquor License Audits (continued)**

**Audit statistics since January 1, 2003 are noted below:**

<b>Year</b>	<b>Audits Completed</b>	<b>Revenues Collected</b>	<b>Average Fine per Audit</b> (does not include continuation license fees)
<b>1/1 - 6/30/03</b>	6 audits	--	--
<b>FY 2004</b>	23 audits	--	--
<b>FY 2005</b>	24 audits	--	--
<b>FY 2006</b>	32 audits	--	--
<b>FY 2007</b>	27 audits	\$13,000	\$481
<b>FY 2008</b>	61 audits	\$36,500	\$598
<b>FY 2009</b>	103 audits	\$81,275	\$789
<b>FY 2010</b>	87 audits	\$81,750	\$940
<b>FY 2011</b>	82 audits	\$84,400	\$1,029
<b>FY 2012</b>	90 audits	\$64,355	\$715
<b>FY 2013</b>	25 audits	\$13,400	\$536

In 2006, A.R.S. §4-213.C introduced the "continuation license" (commonly referred to as the "Grill Bill") into state liquor law. The continuation license, at a cost of \$30,000, allows restaurants that have not met the required 40:60 food-to-liquor sales ratio during the last 12-month period the option of continuing to operate with a food-to-liquor sales ratio below restaurant requirements. Since the 2006 introduction, fees collected from the issuance of fifteen (15) continuation licenses total four hundred fifty thousand (\$450,000) dollars. In FY 2013, thirty thousand (\$30,000) dollars was collected from the issuance of continuation licenses.

The department collected revenue for audit-related violation fines totaling ten thousand two hundred fifty (\$10,250) dollars and audit fines assessed from violations totaled eight thousand (\$8,000) dollars. Compared to October 2011, total fines collected increased by seven thousand two hundred fifty (\$7,250) dollars.

**Audit Revenue 2-year Comparison**

<b>Audit Action</b>	<b>Current Month</b>	<b>Total FY 2013</b>	<b>1 Year Ago This Month</b>	<b>Total FY 2012</b>
<b>Fines Collected</b>	\$10,250	\$13,400	\$3,000	\$64,355
<b>Fines Assessed</b>	\$8,000	\$19,150	\$10,375	\$72,730
<b>Continuation License (Grill Bill) Revenue</b>	\$0	\$30,000	\$0	\$30,000
<b>Pending Continuation Licenses (Grill Bill)</b>	0	0	0	-

## SUCCESS STATISTICS COMPLIANCE

The Compliance Unit governs the dispute-resolution process and imposes disciplinary actions against licensees for violations of State liquor laws. The Compliance unit is responsible for determining an appropriate course of disciplinary action which may consist of verbal or written warnings, consent agreements, or referral for a full administrative hearing.

Achievements	Current Month	Total FY 2013	1 Year Ago This Month	Total FY 2012
Revocations	0	1	0	0
Suspensions	1	1	0	4
Surrenders	0	4	0	2
Divestitures	0	3	1	3
Administrative Complaints	1	1	0	5
Decisions & Orders	0	2	1	3

Achievements	Current Month	Total FY 2013	1 Year Ago This Month	Total FY 2012
Cases Received	49	195	66	888
Cases Completed	6	41	15	199
Cases in Progress	43	154	51	688
Warning Letter Issued	4	13	1	17
Cases Sent to OAH	1	1	0	7

### Economic Impact:

Fines collected totaled thirty-seven thousand seven hundred seventy-five (\$37,775) dollars from thirty-two (32) adjudicated compliance actions. Compared to last month, September 2012, this represents a thirty-two (32.2%) percent increase in collected revenues and a fourteen (14.3%) percent increase in the number of compliance actions processed. Compared to October 2011, this represents a fifty-four (53.7%) percent increase in collected revenues and a seven (6.7%) percent increase in the number of compliance actions processed.

A penalty fine payment plan gives licensees the option to pay fines in installments rather than in one lump sum. DLLC and the licensee agree to the terms of the payment plan during a negotiation process. Although the payment plan may reduce DLLC's monthly collection of fine revenues in the short term, the long term outcome is intended to keep establishments in business by easing the financial burden of fines during the current economic decline.

Action	Current Month	Total FY 2013	1 Year Ago This Month	Total FY 2012
Fines collected	\$37,775	\$152,375	\$24,575	\$428,445
Cases adjudicated	32	135	30	479

**SUCCESS STATISTICS**  
Compliance (continued)

Fiscal Year	Compliance Actions	Revenues Collected	Average Fine Per Action
2002-2003	414	\$445,725	\$1,077
2003-2004	388	\$518,800	\$1,337
2004-2005	431	\$557,725	\$1,294
2005-2006	500	\$689,475	\$1,379
2006-2007	429	\$627,975	\$1,464
2007-2008	334	\$582,350	\$1,744
2008-2009	584	\$886,440	\$1,518
2009-2010	415	\$705,725	\$1,701
2010-2011	425	\$598,509	\$1,408
2011-2012	479	\$428,445	\$894
2012-2013	135	\$152,375	\$1,129

**Adjudicated Underage Violations**

Statute	Definition	Adjudicated This Month	TOTAL FY 2013	1 Year Ago This Month	TOTAL FY 2012
A.R.S. § 4-241.A	Failure to Check ID	2	10	2	36
A.R.S. § 4-241.L	Sold to CUB	0	0	0	11
A.R.S. § 4-244.1	Unlicensed Resale	0	0	0	0
A.R.S. § 4-244.9	Furnish alcohol to an underage	5	15	7	74
A.R.S. § 4-244.16	Knowingly allow furnishing liquor to underage	0	0	0	1
A.R.S. § 4-244.22	Consume w/o permission of premises owner	0	1	0	0
A.R.S. § 4-244.33	Underage DUI	0	0	0	0
A.R.S. § 4-244.40	Alcohol in system of underage	0	0	0	0
A.R.S. § 13-2907.01	Provide false information to state	0	0	0	0
A.R.S. § 28-3478.1	Unlawful use of driver's license	0	0	0	0
A.R.S. § 28-3478.3	Use another person's driver's license	0	0	0	0

Fines from adjudicated underage violations total twenty-eight thousand one hundred twenty-five (\$28,125) dollars. To date in FY 2013, there has been one (1) license suspended and one (1) license revoked.

**Compliance Statistics Resulting From Underage Violations**

Fiscal Year	Fines Collected	Licenses Suspended	Licenses Revoked
2010	\$365,875	4	1
2011	\$214,500	2	0
2012	\$82,265	1	0
2013	\$28,125	1	1

## SUCCESS STATISTICS STATE LIQUOR BOARD

The State Liquor Board operates independently from the Director of the Department of Liquor Licenses and Control and is responsible for hearing liquor license applications that have been protested by the public, the governing body of a city, town or county, or the Department Director. Additionally, the Board may hear appeals and overturn or amend decisions of the Director.

Achievements:	Current Month	Total FY 2013	1 Year Ago This Month	Total FY 2012
Hearings Scheduled	6	27	6	60
Applications Protested	4	13	2	21
Licenses Granted	3	14	1	18
Licenses Denied	0	2	0	8
Continuances Granted	1	7	4	20
Continuances Denied	0	1	n/a	n/a
Licenses Withdrawn	1	2	0	11
Appeals Heard	0	0	0	0
Rehearings Requested	1	1	1	2
Hearings Cancelled by Director	0	0	0	4

There were six (6) applications scheduled for hearing before the State Liquor Board and four (4) of the applications were protested by the public. Of the six (6) applications heard, three (3) licenses were granted, one (1) hearing was continued, one (1) application was withdrawn, and one (1) request for hearing was denied. To date in FY 2013, the State Liquor Board has granted fifty-two (51.9%) percent and denied seven (7.4%) percent of the license applications received and continued twenty-six (25.9%) percent of hearings scheduled.

### STATE LIQUOR BOARD MEMBERS AND TERMS

J.D. Ghelfi (R)	Chairman Maricopa County No Financial Interest	Term Expires January 19, 2015
Bill DuPont (D)	Vice Chairman Pima County Neighborhood Association	Term Expires January, 21, 2013
Jim Carruthers (R)	Yuma County No Financial Interest	Term Expires January 19, 2015
Tim Linden (R)	Graham County Wholesaler	Term Expires January 20, 2014
Robin Cantrell (I)	Graham County Retailer	Term Expires January 19, 2015
Michael Farley (R)	Pima County No Financial Interest	Term Expires January 21, 2013
Vikki Scarafiotti (D)	Maricopa County No Financial Interest	Term Expires January 20, 2014

## SUCCESS STATISTICS LICENSING

The Licensing Division is responsible for processing new license applications, permits, renewals, and maintaining up-to-date and accurate information on active licenses.

Compared to October 2011, the number of new liquor licenses issued in Arizona has increased by twenty-six (25.7%) percent, renewals have increased by eight (7.9%) percent, and the number of active licenses has increased by two (1.7%) percent. In comparison to October 2011, monthly licensing revenues (including lottery collections) have increased by twenty-two (21.5%) percent from four hundred twenty-six thousand eight hundred thirty (\$426,830) dollars during this time last year to five hundred eighteen thousand four hundred and two (\$518,402) dollars during the current month.

There were five (5) exempt location issued raising the number to a total of sixty-nine (62) active exempt locations in Arizona. An exempt location is an establishment that (1) meets the criterion established in A.R.S. §4-244.05 and A.A.C. R19-1-315, (2) has made application for the exemption, (3) has been inspected by a DLLC investigator, and (4) has been issued a 1-year exemption which allows patrons to bring and consume beer and wine on the premises.

Licensing	Current Month	Total FY 2013	1 Year Ago This Month	Total FY 2012
<b>New licenses issued</b>	171	564	136	1,640
<b>Renewed licenses</b>	962	3,504	891	10,022
<b>Lottery licenses issued</b>	0	1	0	1
<b>Collected Lottery Revenues:</b>	\$0	\$85,000	\$0	\$99,166
<b>Number of Active Liquor License:</b>	11,739	n/a	11,545	n/a
<b>Exempt Locations Issued</b>	5	19	12	61
<b>Number of Exempt Locations</b>	62	n/a	76	n/a
<b>Collected Licensing Revenues</b> (including lottery revenues):	\$518,402	\$2,088,862	\$426,830	\$6,097,046

### Collected Revenue by Fee Type in October 2012

Fair Market Value	4,975
Applications	14,475
License Fees	336,515
Out-of-State	0
Agent Change	6,600
Fines	36,675
Special Event	7,750
Club	4,200
Penalties	13,800
Copy Fees	744
Non-Use Surcharge	10,200
Audit Surcharge	10,740
Enforcement K Surcharge	34,510
Enforcement L Surcharge	30,970
Miscellaneous	0

<b>TOTAL REVENUES COLLECTED</b>	<b>\$ 512,154</b>
<b>(fingerprints)</b>	<b>6,248</b>
<b>TOTAL REPORT</b>	<b>\$ 518,402</b>

## WHAT'S NEXT AT DLLC? Upcoming Events and Milestones

### eLicensing

DLLC's eLicensing Information System (ELIS) is being developed in collaboration with ASET and NIC/CAVU-IDS. ELIS, a web-based application, will replace DLLC's sixteen (16) year old licensing system which has served the agency's staff and stakeholders. DLLC continues to perform data conversion.

### Proposed Rulemaking

Immediately prior to the January 2008 Regulatory Review Plan Moratorium, DLLC submitted a complete rules rewrite to the Governor's Regulatory Review Counsel. In August 2010, DLLC requested an exemption to the moratorium. In response to that request, the Governor's Office requested that DLLC ensure that no financial burden was imposed on the alcohol beverage industry and there was industry collaboration and support. The department has held several meetings with industry leaders in an effort to solicit comments and input regarding the proposed rules. Since that time, a final version of the proposed rules has been in-process. The department submitted a Notice of Proposed Rulemaking package, including an exemption to the moratorium and industry-members letters of support, to the Governor in February 2012. The proposed rules were filed with the Secretary of State's office for publication this month.

### NCSLA Western/Central Regional Conference

DLLC will host the 2012 National Conference of State Liquor Administrators Central/Western Regional Conference in Scottsdale, AZ. The conference will be held Thursday, November 1, 2012 through Sunday, November 4, 2012. Please visit <http://www.ncsla.org/Central-Western-Regional-Conference.html> for more information.

END OF DLLC OCTOBER 2012 REPORT TO THE GOVERNOR