



Department of Defense Military Family Readiness Council

A Federal Advisory Council – Providing Independent Advice to
SECDEF Sponsored by USD(P&R) and Supported by ASD(M&RA)

June 13, 2019 Meeting

Agenda

- Call to Order
- Welcome and Opening Remarks - MFRC Chair
- Procedural Guidance
- MFRC Overview, Participant Guidance, Meeting Proceedings
- Setting Priorities for the Way Ahead - Selecting Offices of Primary Responsibility
- Written Public Submissions
- Council Member Presentations, Deliberation & Voting
- MFRC Selection of 5 Recommendations for Annual Report to SECDEF
- Selection of 2 Focus Area Topics for Council Review in Fiscal Year 2020
- Closing Remarks - MFRC Chair
- Meeting Adjourned

MFRC Today

Hon. James N. Stewart

MFRC Chairman

18 Council Members

14 Members Present

3 Members Unavailable

1 Membership Vacancy

MFRC Council Support Team

Mr. William Story

Mr. William Hampton

Ms. Melody McDonald

Mr. Frank Emery

Designated Federal Officer (DFO)

Alternate DFO

MFRC Human Resource Liaison & Logistics

MFRC Travel & Logistics



Welcome and Opening Remarks

Honorable James N. Stewart
Chairman

FY2019 Hails and Farewells:

Farewells

Brig Gen Jessica Meyeraan
Ms. Jennifer Luscher
Ms. Laura Conley
Ms. Smith Green

Last Meeting for

LTG Gwen Bingham
Dr. David Rubin
Dr. Mary Keller
Karen Ruedisueli

Hails

SMMC Ronald Green
MCPON Russell Smith
Maj Gen Dawne Deskins
Mr. Horace Larry
Ms. Evelyn Honea
Ms. Jill La Fave
Ms. Heather Zane

Procedural Guidance

MFRC DFO

- MFRC Meeting Participant Guidance
- Written Submissions from the Public
- Presentation and Voting Procedures
- Setting Priorities and Choosing Primary Offices of Responsibility
- Fiscal Year 2019 Recommendations
- Fiscal Year 2020 Focus Areas

Member Presentation of Issues, Deliberation and Voting

- 13 Proposed FY2019 Recommendations for SECDEF (*Select 5*)
- 15 Proposed FY2020 Focus Area Topics (*Select 2*)

General Meeting Guidance

1. MFRC Council

- Congressionally mandated, non-discretionary Federal Advisory Committee
- Provides independent advice and recommendations to the Secretary of Defense
- MFRC must follow guidelines established by:
 - Federal Advisory Committee Act (FACA) of 1972
 - DoDI 5105.04, DoD Federal Advisory Committee Management Program, August 6, 2007
- Public may provide written statements for review and consideration
- MFRC documents are available for review on the MFRC webpage

2. Council membership

- 18 Council Members
- 10 USC 1781a(b) (as amended)
- Only Members may deliberate and vote
- A formal motion must be made to bring an issue to a vote

3. Participation

- MFRC meetings are open to the public
- Meetings are not Town Hall meetings unless specifically announced as such
- Advisors, representatives of Members, and others if called upon by the MFRC Chairman

Written Submissions

- 1 Request for OPM to add a Military Spouse clause to the 5 CFR 531
- 4 Requests for Documents or Written Public Submissions
- 1 Request if Council had any State-specific Policy Recommendations
- 1 Request for 13 June 2019 meeting agenda
- 1 Survivor Benefit Plan – Dependency and Indemnity Compensation Offset
- 4 Emails concerning family member EFMP enrollment
- 3 EFMP Respite Care 1 EFMP funding
- 1 Military students with special needs
- 1 Mental health professional statement of issues affecting military families
- 1 Key spouse comments and recommendations for several family programs
- 3 Emails military housing issues
- 1 Email reference non-functional website
- 1 Query if MFRC live-stream available
- 1 Business solicitation
- 2 Sharing personal experiences

How to Contact the Military Family Readiness Council

eMail:

osd.pentagon.ousd-p-r.mbx.family-readiness-council@mail.mil

Mail:

Office of Military Family Readiness Policy
Attn: Military Family Readiness Council
4800 Mark Center Drive
Suite 03G15
Alexandria, VA 22350-2300

MFRC Webpage:

<https://www.militaryonesource.mil/web/mos/military-family-readiness-council>

Fiscal Year 2019 Recommendations

Recommendation Presentations

- 1-2 Minute explanations per recommendation
- Council deliberation
- Voting & selection of top 5 recommendations

Voting Procedure

- Use Paper Ballot

Results

- Top 5 recommendations submitted in the Annual Report

FY2019 Recommendations

1	Marine Corps Community Service (MCCS) Knows Marine Corps Families (could be expanded to Army, Navy and Air Force as well) (Karen Ruedisueli)
2	Reducing Mental Health Stigma: ask Services to report on policies and processes related to accessing and evaluating military dependent (minor) medical records when a former military dependent enters military service. (Karen Ruedisueli)
3	Childcare accessibility in Military Child and Youth Services (CVS) Programs to support the request for full-day childcare for Families.....reducing the conflict between parental responsibilities and mission requirements. (LTG Bingham/SMA Dailey)
4	Exceptional Family Member Program Standardization (LTG Bingham/SMA Dailey)
5	Spouse Licensure Portability (LTG Bingham/SMA Dailey)
6	Community Collaboration and Coordination (LTG Bingham/SMA Dailey)
7	Delivery of Service and Family member Programs Tailored to Millennials (LTG Bingham/SMA Dailey)
8	Accessions and Medical Records Policies and Procedures: Impact on Military Children who received Mental and Behavioral Health Services (LTG Bingham/SMA Dailey)
9	Defense State Liaison Office Top Ten Issues (LTG Bingham/SMA Dailey)
10	Actively promote use of Congressional legislation (37 U.S.C. § 476(p)), that provides Spouse Licensure Reimbursement for permanent change of station moves. (RDML Sobeck)
11	Accessions and Medical Records Policies and Procedures: Impact on Military Children Who Received Mental and Behavioral Health Services (Mary Keller)
12	Military Housing: Safety, Health, Maintenance, Service and Implications for Military Communities (Mary Keller)
13	Development of Joint Knowledge Online (JKO) learning module(s) for effective millennial communication strategies. (Mr. Larry)

Recommendation #1: Marine Corps Community Service (MCCS) Knows Marine Corps Families

Submitted by MFRC Member: Karen Ruedisueli - NMFA

Recommendation:

Expand *MCCS Knows Marines* qualitative/exploratory research to young Millennial and Gen Z Marine Corps families with the objective of identifying gaps in family support.

Recommended Courses of Action (COAs) - Council Member's Intent:

1. Leverage the MCCS Knows Marines methodology and expand research to young Millennial and Gen Z families.
2. Develop a detailed understanding of what it is like to be a young Marine Corps (or Army, Navy or Air Force) family today.
3. Determine unmet needs/gaps in support for young families focused on families facing deployment.
4. Use findings to a) target limited family support resources to the appropriate programs; and b) tailor new solutions to young Millennial and Gen Z family needs.

Recommended Office of Primary Responsibility for COAs: (TBD)

Recommendation #2: Reducing Mental Health Stigma

Submitted by MFRC Member: Karen Ruedisueli - NMFA

Recommendation:

Require the Services to report on the policies and processes related to accessing and evaluating military dependent (minor) medical records when a former military dependent enters military service.

Recommended Courses of Action (COAs) - Council Member's Intent:

Provide transparency to the process of accessing military dependent medical records by requesting the Services answer the following questions:

- What is the scope of the issue?
- How many military dependents' medical records have been accessed?
- How many military kids have been denied enlistment or involuntarily separated due to information in their dependent medical records?
- Under what circumstances do the Services access MHS dependent medical records? Is this a random sample or prompted by something specific?
- Which military entrants are subject to having their dependent medical records evaluated? Enlistees? Service academy cadets and midshipmen? Reserve Officer Training Corps students? Those entering via other commissioning sources?
- What guidelines are the Services using when evaluating information in dependent medical records? How is dependent medical information used in "fit for duty" determinations? What other information (medical or otherwise) is used in conjunction with dependent medical records in "fit for duty" determinations?

Recommendation #3: Childcare accessibility in Military Child and Youth Services (CVS) Programs to support the request for full-day childcare for Families and to provide a seamless delivery of quality childcare for eligible children and youth 6-weeks to 12-years.

Submitted by MFRC Member: LTG Gwen Bingham / SMA Daniel A. Dailey

Recommendation:

Support CYS programs by ensuring childcare is funded to meet the growing childcare demand. Ensure staff are brought on board and background checks completed within prescribed timelines and revitalize the Family Child Care (FCC) Program to meet the increasing childcare demand.

Recommended Courses of Action (COAs) - Council Member's Intent:

1. Invite the Services to discuss and determine ways to meet the childcare demands on post at the following touch points: a) Service-level Headquarters, b) M&RA, c) Installation Child and Youth Programs, and d) Support Agencies (CPAC, etc.).
2. Promote ways to increase childcare on post, ensure funding is provided to support the childcare requirements, ensure staff are brought on in timely manner (timely background check requirements are completed), and determine ways to expand and revitalize the Family Child Care programs.

Recommended Office of Primary Responsibility for COAs: DASO (MC&FP)

Recommendation #4: Exceptional Family Member Program Standardization

Submitted by MFRC Member: LTG Gwen Bingham/ SMA Daniel A. Dailey

Recommendation:

Department of Defense Office of Special Needs continues to work with military services in enhancing and improving the Exceptional Family Member Program and standardization across all services.

Recommended Courses of Action (COAs) - Council Member's Intent:

Continue to collaborate and coordinate with Services and other agencies to continue standardization efforts.

1. Continue to explore ways to standardize all aspects of the Exceptional Family Member Program to ensure the same level of service regardless of military service affiliation and location by focusing on:
 - a. Access
 - b. Policy and Procedures
 - c. Reporting
 - d. Business processes and forms
 - e. Information technology solutions
 - f. Respite Care

Recommended Office of Primary Responsibility for COAs: Office of Special Needs (OSN)

Recommendation #5: Spouse Licensure Portability

Submitted by MFRC Member: LTG Gwen Bingham / SMA Daniel A. Dailey

Recommendation:

Support the efforts of the Defense-State Liaison Office to continue their work with state legislators, other state officials, representatives from occupations, and military spouses to improve license portability for military spouses.

Recommended Courses of Action (COAs):

1. Continue to address mobility and portability areas of concern that support relocating military Service members and Families.
2. Continue to work and collaborate to break down barriers that limit spouse education and employment opportunities for military spouses at any location.
3. Address educational portability for children and adults, and employment opportunities, professional licensing and credentials needed to work across state lines.
4. Examine educational benefits to gain a deeper understanding of how they affect Service and Family member readiness.
5. Opening the aperture of Tuition Assistance (TA) for use by both Servicemembers and their spouses who want to pursue professional licensing and technical certifications.

Recommended Office of Primary Responsibility for COAs: DSLO Office

Recommendation #6: Community Collaboration and Coordination

Submitted by MFRC Member: LTG Gwen Bingham / SMA Daniel A. Dailey

Recommendation:

Continue to use community collaboratives to gain greater access to a broad range of Military Family readiness resources, services, and expertise needed by Service and Family members.

Recommended Courses of Action (COAs) - Council Member's Intent:

1. Continue to use community collaboratives to gain greater access to a broad range of Military Family readiness resources, services, and expertise needed by Service and Family members.
2. Reduce barriers for military agencies and installations to collaborate and partner with government and private organizations.
3. Proactive campaign to inform military and civilian agencies, develop metrics to measure success and determine needs to focus efforts where and when they are needed most.
4. Explore how Military Onesource and other digital platforms can be incorporated into this effort, especially using existing technology, social media platforms, and mobile applications.

Recommended Office of Primary Responsibility for COAs: DoD

Recommendation #7: Delivery of Service and Family Member Programs Tailored to Millennials

Submitted by MFRC Member: LTG Gwen Bingham / SMA Daniel A. Dailey

Recommendation:

DoD and the military services should join forces and continue to research, analyze, develop and employ innovative and effective ways to deliver Family programs to our current and future generation of Soldiers and Families.

Recommended Courses of Action (COAs) - Council Member's Intent:

DoD and military services should collaborate on how to best deliver Family programs and services to our current and future generations of Service members and Families.

- a. Conduct further research on effective ways to deliver Family programs.
- b. Analyze data and technology sources available.
- c. Make recommendations to DoD and services on how to best deliver Family programs and services.
- d. Develop innovative and effective methods to deliver programs and services to our Service members that improves readiness.

Recommended Office of Primary Responsibility for COAs: (TBD)

Recommendation #8: Accessions and Medical Records Policies and Procedures: Impact on Military Children who received Mental and Behavioral Health Services.

Submitted by MFRC Member: LTG Gwen Bingham / SMA Daniel A. Dailey

Recommendation:

DoD should continue to further research this subject to ensure that our policies and accession standards are in line with our current operating environment.

Recommended Courses of Action (COAs) - Council Member's Intent:

1. DoD needs to form a team to conduct further research, analysis and effects on accessions and medical records policies impacting our military children who receive mental and behavioral health services.
2. Develop recommendations and report back to the council on way forward

Recommended Office of Primary Responsibility for COAs: (TBD)

Recommendation #9: Defense State Liaison Office Top Ten Issues

Submitted by MFRC Member: LTG Gwen Bingham / SMA Daniel A. Dailey

Recommendation:

Defense State Liaison Office continue their work towards resolution of the Top Ten Military Lifestyle Issues and Veterans Employment Protections

Recommended Courses of Action (COAs) - Council Member's Intent:

1. Request that this topic continue to be a focus of MFRC, DoD and Services.
2. OSLO should continue to provide updates on the DoD Top Ten Mobile Lifestyle Issues and progress made on each, to include strategies to work towards resolution.
3. Continue to work with states and other direct services organizations that can assist and support our efforts, focus on issues that affect Families.

Recommended Office of Primary Responsibility for COAs: (TBD)

Recommendation #10: Spouse Licensure Reimbursement Legislation

Submitted by MFRC Member: RDML Philip Sobeck

Recommendation:

Actively promote use of Congressional legislation (37 U.S.C. §476(p)), that provides Spouse Licensure Reimbursement for permanent change of station moves.

Recommended Courses of Action (COAs) - Council Member's Intent:

1. Actively promote use of 37 U.S.C. §476(p) Spouse Licensure Reimbursement and assess usage.
2. Actively support Congressional legislation to create universal licensing standards and modify state residency rules to ease barriers for frequently moving military families.

Recommended Office of Primary Responsibility for COAs: oso, MC&FP

Recommendation # 11: Accessions and Medical Records Policies and Procedures: Impact on Military Children Who Received Mental and Behavioral Health Services

Submitted by MFRC Member: Mary M. Keller

Recommendation: Understand the unintended future consequences related to electronic merging of dependent and military service medical records and the potential undermining of child well-being, exacerbating "stigma," and increasing parental reluctance as well as health professionals to take actions.

Recommended Courses of Action:

1. Establish an expert working group (including external professionals along with OSD, the Services and DHA) to review DoD Instruction 6130.03 (Medical Standards for Appointment, Enlistment, or Induction in the Military Services) outlining the behavioral health conditions that cause an applicant to be "permanently disqualified."
2. Examine examples, evidence and data-sources concerning the consistency of practices, equity and communication:
 - a. Examine individualized practices and inconsistencies: e.g., each military service branch is allowed to grant a waiver for or reevaluate such conditions.
 - b. Discover if/when military-connected children whose parents encouraged behavioral health care at the earliest signs of concern are now, as adults, penalized under this DoD Instruction.
 - c. Identify salient evidence or examples indicating the application of medical/behavioral health standards for military/veteran connected youth compared to civilian-connected recruits.

Recommendation# 11: Accessions and Medical Records Policies and Procedures: Impact on Military Children Who Received Mental and Behavioral Health Services {continued}

Recommended Courses of Action (continued):

3. Discover unintended negative consequences for EFMP participation, help seeking and privacy implications, especially for parents who recognize a need for seek behavior health support for children and teens.
4. Discover corrective actions that are in progress through personnel offices, DHA, legal and OSD Public Affairs
5. What are the risk assessments and safeguards in the current dependent health services (included the proposed changes), records and standards designed to decrease the likelihood of increased stigma, reduced access to care, and restricted emotional support and treatments of psychiatric illnesses, all of which could worsen military children's health.
6. Require the DoDI draft revisions (specific to the medical/behavioral health, IEP and Section 504 accommodations, be sent for comment to independent expert reviewers (e.g. National Association of State Directors of Special Education, American Psychological Association, American Association of Child and Adolescent Psychiatrists, American Academy of Pediatrics).

Recommended Office of Primary Responsibility for COA: DHA with MC&FP

Recommendation #12: Military Housing: Safety, Health, Maintenance, Service and Implications for Military Communities

Submitted by MFRC Member: Mary M. Keller

Recommendation: Review current research indicators, as a result of the Services' surveys and through independent sources (e.g. MFAN), that are illustrative of the readiness and well-being concerns about resident satisfaction and what has been reported by privatized housing companies.

Recommended Courses of Action: What are the current public health concerns about military housing, including where remediation is going well and areas that are under scrutiny.

1. Expect a report on the progress for the TenanU Resident Bill of Rights, including communications plan
2. Establish a DOD working group, in collaboration with nonprofit (non-federal entities) and public health professionals, to review and make recommendations about the metrics and accountability systems. The working group should have access to survey results, privatized house data, customer/resident satisfaction standards, spot-reviews etc. to gain confidence in an authentic understanding of the problems, solutions and on-going challenges.
3. Discover corrective actions, including recourse for families, that are in progress and the accountability standards.
4. Review the information given by housing authorities to families prior to the move.
5. Review the accommodations for families where a member has special needs.
6. Require a report back to the Council within six months.

Recommended Office of Primary Responsibility for COA: ASD/S

Recommendation #13: Development of Joint Knowledge Online (JKO) learning module(s) for effective millennial communication strategies.

Submitted by MFRC Member: (Mr. Horace H.L. Larry)

Recommendation: Develop JKO learning module(s) for family services and child and youth support personnel to understand and comprehend effective strategies for communicating with millennials and future generations of service members.

Recommended Courses of Action:

1. Assemble inter-service working group of family support, child and youth, public affairs, and Military and Community Family Policy personnel to draft potential course objectives.
2. Establish course requirement with JKO and link with working group for appropriate course structure, delivery methods, learning objectives, and affective behavior outcomes.
3. Appoint working group lead to report progress to the MFRC on periodic basis until complete and fielded.

Recommended Office of Primary Responsibility for COA: TBD

Vote

FY2019 Recommendations

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13	Development of Joint Knowledge Online (JKO) learning module(s) for effective millennial communication strategies. (Mr. Larry)

Fiscal Year 2020 Focus Areas

Topic Presentations

- 1-2 Minute explanations per topic
- Council deliberation
- Voting & selection of top 2 focus areas

Voting Procedure

- Use Paper Ballot

Results

- Top 2 Focus Area Topics will be reviewed in FY2020

FY 2020 Focus Area Topics

1	How the Department and the Services can better leverage existing digital resources (Carolyn Stevens)
2	Child Care Accessibility in Military Child and Youth Services Programs (LTG Bingham/SMA Dailey)
3	Standardize the eligibility and definition of Survivor across all Services (LTG Bingham/SMA Dailey)
4	Joint Military Family Readiness Centers and Standardization of Family Programs (LTG Bingham/SMA Dailey)
5	Defense State Liaison Office (OSLO) Progress/Status on DoD's Top Ten Military Lifestyle Issues and Veterans Employment Protections (LTG Bingham/SMA Dailey)
6	Spouse Education and Employment Opportunities (LTG Bingham/SMA Dailey)
7	Community Collaboratives and Partnerships (LTG Bingham/SMA Dailey)
8	Challenges related to under-reporting to FAP of child abuse across the services (Dr. Rubin)
9	Satisfaction and access to care for children with special healthcare or behavioral health needs (Dr. Rubin)
10	Military Family Well-Being and Readiness Indicators (Mary Keller)
11	The Well-Being of Children and Youth (Mary Keller)
12	Changes in Dependent Health-Care Systems and implications for Military Family Readiness (Mary Keller)
13	Invisible Populations of Children and Families with Critical Needs (Mary Keller)
14	Data-Informed Community Collaboration and Partnerships (Mary Keller)
15	Food Insecurity Among Military Families (Karen Ruedisueli)

Vote

FY 2020 Focus Area Topics

1	How the Department and the Services can better leverage existing digital resources (Carolyn Stevens)
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14	Data-Informed Community Collaboration and Partnerships (Mary Keller)
15	Food Insecurity Among Military Families (Karen Ruedisueli)

Recommendations

Vote Results

	Rec 1	Rec 2	Rec 3	Rec 4	Rec 5	Rec 6	Rec 7	Rec 8	Rec 9	Rec 10	Rec 11	Rec 12	Rec 13
Stewart													
Stevens													
Deskins													
Bingham													
Sobeck													
Balocki													
Larry													
Green	0	0	0	0	0	0	0	0	0	0	0	0	0
Smith													
Wright													
Dailey													
Rubin	0	0	0	0	0	0	0	0	0	0	0	0	0
Keller	0	0	0	0	0	0	0	0	0	0	0	0	0
Ruedisiueli													
Honea													
La Fave													
Zane													
Total	0	0	0	0	0	0	0	0	0	0	0	0	0

Motion on the Vote

Focus Areas Vote Results

	FA 1	FA 2	FA 3	FA 4	FA 5	FA 6	FA 7	FA 8	FA 9	FA 10	FA 11	FA 12	FA 13	FA 14	FA 15
Stewart															
Stevens															
Deskins															
Bingham															
Sobeck															
Balocki															
Larry															
Green	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Smith															
Wright															
Dailey															
Rubin	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Keller	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ruedisiueli															
Honea															
La Fave															
Zane															
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Motion on the Vote



Closing Remarks

MFRC Chairman

Next Meeting
Tuesday, December 17, 2019
Pentagon Library & Conference Center
Room B6 1000-1200

Focus Areas Vote Results

	FA 1	FA 2	FA 3	FA 4	FA 5	FA 6	FA 7	FA 8	FA 9	FA 10	FA 11	FA 12	FA 13	FA 14	FA 15
Stewart	8	5	3	4	2	10	7	6	11	12	1	9	13	14	15
Stevens	3	9	2	6	1	12	11	10	8	5	4	7	13	14	15
Deskins	12	5	9	11	4	7	8	6	1	2	10	3	13	14	15
Bingham	8	7	6	5	4	3	2	1	12	11	10	9	13	14	15
Sobeck	2	4	6	8	10	12	1	3	5	7	9	11	13	14	15
Balocki	3	6	9	12	4	8	1	4	10	1	5	7	13	14	15
Larry	8	5	3	4	2	10	7	6	11	12	1	9	13	14	15
Green	3	9	2	6	1	12	11	10	8	5	4	7	13	14	15
Smith	12	5	9	11	4	7	8	6	1	2	10	3	13	14	15
Wright	8	7	6	5	4	1	2	1	12	11	10	9	13	14	15
Dailey	2	4	6	8	10	12	1	3	5	7	9	11	13	14	15
Rubin	3	6	9	12	4	8	1	4	10	1	5	7	13	14	15
Keller	12	5	9	11	4	7	8	6	1	2	10	3	13	14	15
Ruedisiueli	3	6	9	12	4	8	1	2	10	11	5	7	13	14	15
Honea	3	9	2	6	1	12	11	10	8	5	4	7	13	14	15
La Fave	2	4	6	8	10	12	1	3	5	7	9	11	13	14	15
Zane	8	7	6	5	4	3	2	1	12	11	10	9	13	14	15
Total	100	103	102	134	73	146	83	78	130	132	116	129	221	238	255

Example
Values

Recommendations

Vote Results

	Rec 1	Rec 2	Rec 3	Rec 4	Rec 5	Rec 6	Rec 7	Rec 8	Rec 9	Rec 10	Rec 11	Rec 12	Rec 13
Stewart	20	5	3	4	2	10	7	6	11	12	1	9	13
Stevens	3	9	2	6	1	12	11	10	8	5	4	7	13
Deskins	12	5	9	11	4	7	8	6	1	2	10	3	13
Bingham	8	7	6	5	4	3	2	1	12	11	10	9	13
Sobeck	2	4	6	8	10	12	1	3	5	7	9	11	13
Balocki	3	6	9	12	4	8	1	2	10	11	5	7	13
Larry	8	5	3	4	2	10	7	6	11	12	1	9	13
Green	3	9	2	6	1	12	11	10	8	5	4	7	13
Smith	12	5	9	11	4	7	8	6	1	2	10	3	13
Wright	8	7	6	5	4	3	2	1	12	11	10	9	13
Dailey	2	4	6	8	10	12	1	3	5	7	9	11	13
Rubin	3	6	9	12	4	8	1	2	10	11	5	7	13
Keller	12	5	9	11	4	1	8	6	1	2	10	3	13
Ruedisiueli	3	6	9	12	4	8	1	2	10	11	5	7	13
Honea	3	9	2	6	1	12	11	10	8	5	4	7	13
La Fave	2	4	6	8	10	12	1	3	5	7	9	11	13
Zane	8	7	6	5	4	3	2	1	12	11	10	9	13
Total	112	103	102	134	73	146	83	78	130	132	116	121	221

Example Values

(Intentionally Left Blank)