

**BY ORDER OF THE COMMANDER
HQ AIR FORCE PERSONNEL CENTER**

AFPC INSTRUCTION 36-111

13 JUNE 2014



Personnel

**SELECTIVE EARLY RETIREMENT
BOARDS AND ENHANCED SELECTIVE
EARLY RETIREMENT BOARDS**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available for downloading or ordering on the e-Publishing web site at www.e-publishing.af.mil.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: HQ AFPC/PB

Certified by: HQ AFPC/PB (Col Ramona
L. Dolson)

Supersedes: AFPCI 36-111, 6 December
2013

Pages: 14

This AFPC Instruction (AFPCI) provides guidance and outlines internal operating procedures to be used in the administration and conduct of Selective Early Retirement Boards (SERBs) and Enhanced Selective Early Retirement Boards (ESERBs) for the United States Air Force at the Headquarters Air Force Personnel Center, USAF Selection Board Secretariat. The substance of this instruction will be incorporated into Air Force Instruction (AFI) 36-3203, *Service Retirements*.

Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). This instruction does not apply to Air Force Reserve Command (AFRC) units or the Air National Guard (ANG). This publication may not be supplemented or further implemented/extended.

Vigilance must be taken to protect Personally Identifiable Information (PII) when submitting or sending nominations, applications or other documents to Department of Defense (DoD) agencies through government Internet, software applications, systems, e-mail, postal, faxing or scanning. See DoD 5400.11-R, *Department of Defense Privacy Program*, for guidance on Safeguarding

Personal Information. The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items. Refer to attachment 1 for Glossary of References and Supporting Information.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. This AFPCI applies previously approved proceedings for Air Force Selective Early Retirement Boards to the execution of Air Force Enhanced Selective Early Retirement Boards. The guidance includes updated information regarding the inclusion of SOUIFs in records of colonels meeting Selective Early Retirement Boards and Enhanced Selective Early Retirement Boards in Paragraphs 13, 19 and 26. References, Abbreviations and Acronyms were updated on attachment 1. Identifies tiered waiver authorities for unit level compliance items.

1. Scope. This operating instruction will govern how all Air Force SERBs and ESERBs are conducted.

2. General. Selection Board Secretariat personnel are responsible for conducting officer SERBs and ESERBs for regular Air Force officers on the active duty list. (**T-1**) SERBs and ESERBs are designed to achieve a "right-sizing" of the force through a review and selection of the best qualified officers for retention on active duty. Those officers not selected for retention will be recommended for early retirement. (For every board the criteria must be consistent with those prescribed by the statute authorizing the board). See AFPD 36-32, *Military Retirements and Separations*, for Air Force Policy on management of retirement and separation programs.

3. Responsibilities. Secretariat personnel will ensure this instruction is adhered to for all SERBs and ESERBs. Board members and alternate board members should familiarize themselves with this instruction, as well as with other applicable instructions and directives and comply with them. See Alternate board members will remain on stand-by for the duration of the board.

4. Rules Governing All Boards. When the board is in session, it works directly for the Secretary of the Air Force (SecAF) under the supervision of the board president. No person may direct a particular individual be selected or not selected by the board, censure, reprimand, or admonish the board or any member of the board for recommendations or for exercising any function within the discretion of the board, or attempt to coerce or influence, by any unauthorized means, any action of a board or any member of a board in formulating the board's recommendations.

5. Organizing Boards. SERBs and ESERBs will consist of a board president, voting board members (including a chairperson, who is the senior Line of the Air Force (LAF) voting member), recorders, and administrative support staff.

6. Selection Board Members. Board membership will be in accordance with Title 10, United States Code, Section 612. Membership consists of five or more officers on the Active Duty List (ADL) who are senior in grade to the eligible officers, except that no member may be serving in a grade below colonel. If there are no eligible officers of the competitive category on the ADL

serving in a grade higher than the officers being considered, it is permissible to appoint retired officers, Reserve officers on active duty but not on the ADL, or members of the Ready Reserve. Board membership should reflect eligible population in terms of minority and women officers and MAJCOM of assignment when practical. Large MAJCOMs should not dominate the board membership. Board membership may be structured to reflect career areas, aeronautical rating and joint duty for the line competitive category, when practical. For a board considering a non-LAF competitive category, the board shall include at least one member of the competitive category under consideration, but under no condition will that competitive category form the majority of the board. The board president and chairperson will be LAF officers.

7. Board President (BP). The BP is a nonvoting, nonscoring member of the board in the grade of major general or above. The BP will oversee the conduct of the board and ensure that the board is conducted in accordance with this instruction and SecAF guidance. While the BP may participate in the discussions of the board, he/she may not constrain the voting members of the board from selecting for retention those officers they consider best qualified to meet the needs of the Air Force. The BP will conduct a quality review of records in accordance with paragraph 26 of this instruction. The BP will administer an oath to board recorders and administrative staff before the board begins scoring records and perform other duties in connection with the board proceedings as may be required. The BP is the authorizing official for directing that a SecAF-approved alternate replace a primary board member and will make determinations on availability of a primary board member when an alternate board member may be required. The BP will advise the SecAF at the board outbrief if alternate(s) is/are used.

8. Board Members. The board members will perform their duties based on the best interests of the Air Force as directed in the SecAF Memorandum of Instructions (MOI). They will request relief from SecAF if they cannot, in good conscience, perform their duties without prejudice or partiality. They will request relief from the SecAF of their obligation not to disclose board proceedings if they believe the integrity of the board's proceedings has been affected by improper influence of senior military or civilian authority, misconduct by the BP or a member, or any other reason. Upon granting their request, the board member will report the basis for his or her belief to the SecAF. The chairperson will facilitate "split" resolutions and ensure all panel members have equal opportunity to discuss the strengths and weaknesses in the records and their scores. The chairperson cannot decide the resolution or force a change in scores.

9. Board Recorders. The board recorders ensure procedures outlined in this instruction are met. They will manage the flow of records to the board members, maintain the order of merit established by the board members' scores, answer administrative questions, review information for presentation to the board, and advise the BP and members on board processes and other administrative matters. The board recorders will have completed a course of instruction during the previous 12 months, approved by the SecAF, on recorder duties and responsibilities to ensure compliance with law and DoD policy. There will be at least one board recorder present during all board proceedings. A member will not serve as a recorder on boards for which they are being considered. If a recorder requires relief for any of the reasons described in paragraph 8, he or she will request relief from the SecAF and report as outlined in paragraph 8.

10. Administrative Support Staff. The board secretariat administrative support staff answers administrative questions and follows standard written procedures governing the administrative support for boards.

11. Rules Governing Communications with Boards. The board recorders ensure all communication with the board is in writing, to include guidance from the SecAF (for letters from eligible officers, see paragraph 12). The board recorders will furnish all written communication to all board members and record it as part of the board's record. An audio or video recording is an acceptable means for providing guidance to the board, so long as a written transcript is a part of the board record. No one other than the SecAF or a person duly appointed by the SecAF may appear in person to address a selection board on any matter. Should the SecAF address a board in person, HQ AFPC/PB will provide a verbatim transcript of his or her remarks to every board member and include it in the record of the board. This does not restrict the staff from furnishing administrative information to the board. Board members, recorders, and administrative staff may orally communicate routine administrative information to the extent necessary to facilitate the board's work.

12. Letters to a Board. Officers eligible for the SERB or ESERB may write a letter to the board. Eligible officers must submit the letter, not to exceed 10 pages to include attachments (5 sheets if written on both sides), in good faith, and ensure it contains accurate information to the best of their knowledge. The letter must be signed and dated. The eligible officer will send the letter to the Air Force Colonel's Management Office (AF/DPO) or HQ AFPC/DPSOR so it arrives no later than 2359 hours (central time) on the day prior to the board convening date. Letters arriving after that time will not be presented to the board for consideration. Address letters IAW instructions in the Personnel Service Delivery Memorandum (PSDM). Immediately after completion of the SERB or ESERB, the letter will be removed from the individual's selection folder and a copy of the letter will be stored in the member's master personnel record for historical, legal, and appeal purposes only. Access will be limited to only those who have a need to know. If the letter writer requests return of the letter, he/she must provide a stamped, self-addressed envelope. Letters on behalf of other officers are not permitted, although individuals may provide relevant attachments to their own letter. Attachments or documents of the type that can become a permanent part of the officer's record; e.g., draft/ proposed/final Retention Recommendation Forms (RRFs) or Promotion Recommendation Forms (PRFs) considered by previous selection boards, unsigned draft/proposed Officer Performance Reports (OPRs), training reports (TRs) or decoration narratives are not permitted. AF/DPO or HQ AFPC/DPSOR advises the officer when a letter does not meet the above requirements. AF/DPO and/or HQ AFPC/DPSOR collects all letters to the board and forwards to HQ AFPC/PB for use during the board.

13. Information Meeting the Board. Only the following information is authorized to meet the board:

13.1. The name and Officer Selection Record (OSR), outlined in AFI 36-2608, *Military Personnel Records System*, of each eligible officer including the Officer Selection Brief and RRF.

13.2. Letters submitted to the SERB or ESERB by eligible officers (see paragraph 12).

13.3. Information not part of the official military personnel record of an officer, but which the SecAF or a civilian official, appointed by the President and with the advice and consent of the Senate and designated by the SecAF, determines as substantiated and which could reasonably and materially affect board deliberations. The SecAF, or designee, must ensure the procedures for identifying and proposing such information for consideration apply to all

officers eligible for the board concerned. In these cases, the SecAF ensures the officer is notified and provided a copy of the information, or a factual summary of the information if it is not entirely available for reasons of national security or other lawful reasons, and allowed a reasonable opportunity to submit written comments, which if submitted will be attached to any such information considered by the board.

13.4. For colonel selective early retirement boards and enhanced selective early retirement boards, Senior Officer Unfavorable Information Files (SOUIFs) as determined by the Air Force General Counsel (SAF/GC) in accordance with the procedures of AFI 90-301, *Inspector General Complaints Resolution*, paragraph 5.10.

13.5. Information described in paragraphs 13.3 and 13.4 will not meet a subsequent SERB or ESERB unless the information is in the official military personnel record of the officer, or the SecAF or designee, makes a new determination. When rendering a new determination, the officer will have the opportunity to comment upon notification.

13.6. Administrative information amplifying or clarifying the official military records, instructions, and information provided to the board.

14. Instructing Boards. The MOI, which provides policy and guidance to the board, will be approved by the SecAF for each SERB and ESERB. Do not modify, withdraw or supplement the instructions after the board submits its report to the SecAF.

15. Board Member Preparation. The Selection Board Secretariat will pre-brief the BP on the board agenda, SecAF MOI, BP responsibilities, and the trial run exercise (practice scoring session). Board recorders will conduct the first day administrative briefing to the board. The BP will then read the SecAF MOI verbatim to the board and a copy will be provided to each board member. To acknowledge receipt, each board member will sign a copy of the MOI to be maintained in the permanent record. Oaths are administered to board members and to the recorders and administrative staff. A trial run exercise will then be conducted to familiarize board members with the selection records and situations the board may encounter during actual scoring.

16. Conducting Trial Runs. A board recorder provides board members pre-identified records to set their scoring standard and to acquaint them with some situations they may encounter during the actual scoring for the record. A board member will not score a record during the trial run that he or she may be asked to score during the actual scoring process. After the trial run, a guided discussion facilitated by a recorder will occur to answer questions board members may have, address unique situations which may occur during the board's conduct, ensure board members' familiarity with the record format and its contents and ensure all members are comfortable with their scoring baseline. There is no requirement for uniformity of scores.

17. Record Distribution Procedures. Each eligible record will be assigned a record number which is based on the reverse of the member's social security number. All records will then be numerically sequenced using these numbers and then distributed evenly.

18. Reviewing Records. Each board considers records within its purview and receives quotas (see paragraph 24) that correspond to the appropriate losses needed.

19. Scoring Records. Records are scored on a best-qualified basis unless otherwise directed by SecAF. In a SERB, records will be scored separately by grade and competitive category and

officers within the same grade and competitive category compete only among themselves for retention. In an ESERB, records will be scored (as provided in the board details) by grade and competitive category; or by grade and competitive category and in particular year groups, specialties, or retirement categories, or any combination thereof, within a competitive category. See DoDI 1332.32, *Selective Early Retirement of Officers on an Active Duty List*, for enhanced authority to conduct selective early retirement boards. For enhanced authority, scores are based on the items referenced in paragraph 13 and any guidance the SecAF may provide to the board. Generally, scoring is by secret ballot and without benefit of discussion, unless a significant disagreement (a "split" see paragraph 21) occurs in the scores on a particular record. If a board member identifies a record-based matter that causes concern, he/she will surface the matter to a board recorder who may discuss it with the BP. The BP may approve bringing that matter to the attention of the appropriate board members. Board members may discuss their own personal evaluation of the professional qualifications of eligible officers as long as they discuss only matters documented in accordance with paragraph 13 and any guidance the SecAF may provide to the board. In such discussions, board members may rely upon their own experience and knowledge of the Air Force. Board members may not discuss or disclose the opinion of a person not a member of the board concerning the officer unless that opinion is in the material presented to the board.

20. Scoring Scales. Boards will use the following scoring scale to score an officer's potential for retention:

Table 1. Scoring Scales

Score	Potential for Retention
10.0	Absolutely superior
9.5	Outstanding
9.0	Few could be better
8.5	Strong
8.0	Slightly above average
7.5	Average
7.0	Slightly below average

6.5	Well below average
6.0	Lowest

21. Defining "Splits. " A "split" is a significant disagreement between voting board members about the score of a record. A "split" is considered a difference in a score of two or more points between any two or more board members (e.g., 6 and 8, or 8 and 10) evaluating the records.

22. Resolving "Splits. " All voting board members must be present and may discuss the record involved in a "split." Only members with split scores may change their scores in the process of resolving a split.

23. New Documents. If new information (e.g., decoration citation, officer performance report, updated officer selection brief) concerning an individual's record is acquired during scoring, the affected records will be brought back for rescoring as long as the initial order of merit has not been derived.

24. Quota. Finalized quotas are staffed, reviewed, and approved by SecAF prior to the board convening and will be available to the board for its use.

25. Establishing the Gray Zone. After scoring is complete, establish an order of merit and a gray zone. In the event the retain quota is completely exhausted by all the records in a score category (i.e., a clean cut), then the gray zone will consist of the score category that exhausted the quota and the next lower score category. In the event the retain quota is exhausted in a score category where there are more records tied at the score category than there is available quota (i.e., not a clean cut), then the gray zone will consist of that score category, plus the next higher and the next lower score categories. The appropriate respective quota will accompany the records to the gray zone. See attachment 2 for illustration.

26. Board President's Quality Review. The BP conducts a quality review prior to beginning the gray resolution process of all records above and below the gray zone with the characteristics within them listed in paragraphs 26.1 and 26.2. If, in the BP's opinion, one or more of these records is of comparable quality or appears to have been inconsistently scored compared to those records in the gray zone, he or she may add those records to the gray zone for the board's final determination. If a record above the gray zone is added to the gray zone, the associated quota is added to the gray zone as well.

26.1. The BP may add selection records to the gray zone that are above the gray zone which have any of the following characteristics within them:

- 26.1.1. A court-martial.
- 26.1.2. An Article 15.
- 26.1.3. A letter of reprimand (LOR).
- 26.1.4. A "do not retain" RRF.
- 26.1.5. A "do not retain me" letter.

- 26.1.6. Referral OPR on top.
- 26.1.7. Current prisoner or appellate leave.
- 26.1.8. A SOUIF.

26.2. The BP may add selection records to the gray zone that are below the gray zone which have any of the following characteristics within them:

- 26.2.1. Currently assigned to DE/AFIT in residence.
- 26.2.2. Medal of Honor recipient.
- 26.2.3. Prisoner of war (POW)/former POW.
- 26.2.4. Missing in action (MIA)/former MIA.
- 26.2.5. Astronaut.
- 26.2.6. Wounded Warrior.
- 26.2.7. Any officer possessing a unique skill (to include capabilities, experiences and other attributes) approved by SecAF and identified in the board details as critical to the Air Force.

27. Gray Resolution. After the BP has conducted a quality review and adds any records to the gray, the records are scored again using the scoring scale described in paragraph 20. After scoring, an order of merit will be established and the remaining quota applied. If records are tied at the score which would result in retention, this establishes a new "gray". Continue to resolve any "gray", without further BP quality review, until all available quotas are filled. Prior to scoring any records in the gray, the BP will personally instruct all members to re-read the SecAF's MOI. The BP will only be required to instruct the board to re-read the MOI during the first gray resolution. For subsequent gray resolutions, the recorder will instruct the members to re-read the MOI.

28. Board Report. Those officers not selected for retention will be recommended for early retirement. Board members, recorders, and administrative assistants will sign a board report that verifies the specific certifications in the SecAF's MOI for that board were followed in their entirety and includes a list of those officers recommended for early retirement. Certifications are as follows, unless otherwise provided by the SecAF:

- 28.1. That, to the best of their knowledge, the board complied with the Secretary's instructions, including those related to the critical skills needed by the Air Force;
- 28.2. That he or she was not subject to or aware of any censure, reprimand, or admonishment about the recommendations of the board or the exercise of any lawful function within the authorized discretion of the board;
- 28.3. That he or she was not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations;
- 28.4. That he or she was not a party to or aware of any attempt at unauthorized communications;
- 28.5. That, to the best of their knowledge, the board carefully considered the records of each officer whose name was furnished to the board; and

28.6. That the officers recommended for early retirement are, in the opinion of the majority of the member of the board, those officers whose early retirement best serves the needs of the Air Force.

29. Outbriefing Board Members. Recorders outbrief the board members (discuss cautions and destroy all notes).

30. Board Anomalies. Procedural anomalies occurring during a board that may require variation from established procedures require BP resolution. During the board, the BP may bring any matter to the attention of the SecAF, or designated representative, if he or she determines that SecAF-level decision is required. The BP will advise the SecAF of any significant procedural anomalies during his or her outbrief of the board. These responsibilities of the BP do not limit in any way the right of a board member or Board Secretariat member to communicate with the SecAF as provided by other authority.

31. Lists and Other Documents to be Retained. All scoring runs (which include and identify those records in, above and below the initial "gray" as well as the BP Quality Review) will be filed with the formal record of the Board, but not made part of that record. These scoring runs will not reflect individual board member scores. Additionally, a copy of the final board room graphic as well as letters preserved for appeal in accordance with paragraph 12 will be maintained as permanent documents. They will be marked "For Official Use Only". These records must not be released under Freedom of Information Act (FOIA) or the Privacy Act but could become subject to discovery in litigation.

32. Oaths. The following oaths will be administered to board personnel as appropriate:

32.1. *Board Members:* "I solemnly swear or affirm that I will, without prejudice or partiality, having in view both the special fitness of the officers and the efficiency and effectiveness of the United States Air Force, perform the duties imposed upon me and that I will not reveal information about the board conduct and results except as may be provided by the Secretary."

32.2. *Recorders and Administrative Support Staff:* "I solemnly swear or affirm that I will keep a true record of the proceedings of the board and that I will not reveal information about the board conduct and results except as may be provided by the Secretary."

33. Disclosure of Board Recommendations and Board Proceedings. Before the report is signed by each board member and board recorder, the recommendations may be disclosed only to the board members, board recorders, and those administrative support personnel designated in writing by the SecAF. Results of the board will not be released until after the SecAF approves the SERB or ESERB report. Board proceedings will not be disclosed without the authority of the SecAF. (T-0)

34. Summary. These selection board procedures were developed to give all eligible officers fair and equitable consideration, not for ease of administration. These procedures will remain in effect until otherwise modified in writing or incorporated into AFI 36-3203, *Service Retirements*.

MARGARET B. POORE, Maj Gen, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

Title 10, U.S.C., Chapter 36, *Promotion, Separation, and Involuntary Retirement of Officers on the Active-Duty List*

DoD Instruction 1332.32, *Selective Early Retirement of Officers on an Active Duty List*, 2 May 2014

DoD Instruction 5400.11-R, *Department of Defense Privacy Program*, 8 May 2007

AFMAN 33-363, *Management of Records*, 1 March 2008

AFPD 36-32, *Military Retirements and Separations*, 12 May 2014

AFI 33-360, *Publications and Forms Management*, 25 September 2013

AFI 36-2608, *Military Personnel Records System*, 30 August 2006

AFI 36-3203, *Service Retirements*, 8 September 2006

AFI 90-301, *Inspector General Complaints Resolution*, 23 August 2011

Prescribed Forms None.

Adopted Forms

AF Form 3538, *Retention Recommendation Form*

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

ADL—Active Duty List

AFIT—Air Force Institute of Technology

AFMAN—Air Force Manual

AFPCI—Air Force Personnel Center Instruction

AFRC—Air Force Reserve Command

AFRIMS—Air Force Records Information Management System

ANG—Air National Guard

BP—Board President

DE—Developmental Education

DoD—Department of Defense

ESERB—Enhanced Selective Early Retirement Board

FOIA—Freedom of Information Act

IAW—In accordance with

LAF—Line of the Air Force
LOR—Letter of Reprimand
MAJCOM—Major Command
MIA—Missing in Action
MOI—Memorandum of Instructions
OPR—Officer Performance Report
OSR—Officer Selection Record
PAS—Privacy Act Statement
PCS—Permanent Change of Station
PII—Personally Identifiable Information
POW—Prisoner of War
PSDM—Personnel Service Delivery Memorandum
RDS—Records Disposition Schedule
RRF—Retention Recommendation Form
SAF/GC—Air Force General Counsel
SecAF—Secretary of the Air Force
SERB—Selective Early Retirement Board
SOUIF—Senior Officer Unfavorable Information Files
TR—Training reports

Terms

Tier Definitions—Tier 0 (T-0)—Determined by respective non-AF authority (e.g. Congress, White House, Office of Secretary of Defense, Joint Staff). The waiver authority is non-applicable, or external to AF.

Tier 1 (T-1)—Non-compliance puts Airmen, Commanders or the USAF strongly at risk of mission or program failure, death, injury, legal jeopardy or unacceptable fraud, waste or abuse. The waiver authority is the MAJCOM/CC, delegable no lower than MAJCOM Director, with the concurrence of the AFI Certifying Official.

Tier 2 (T-2)—Non-compliance may degrade mission or program effectiveness or efficiency and has potential to create moderate risk of mission or program failure, injury, legal jeopardy or unacceptable fraud, waste or abuse. The waiver authority is the MAJCOM/CC (delegable no lower than MAJCOM Director).

Tier 3 (T-3)—Non-compliance may limit mission or program effectiveness or efficiency and has a relatively remote potential to create risk of mission or program failure, injury, legal jeopardy or unacceptable fraud, waste, or abuse. The waiver authority is the Wing/DRU/FOA/CC (delegable no lower than Group/CC or equiv).

Attachment 2
ILLUSTRATIONS

"Establishing the Gray" slide illustration



U.S. AIR FORCE

"Establishing the Gray"
Clean Cut

Records = 133 Quota = 94 Retain Quota = 39 Retire	Scores	Records	Cumulative Records
	45.0	7	47
	44.5	29	76
	44.0	18	94
Gray Zone	43.5	5	99
	43.0	10	109

↓
94

Board will score 23 records, plus any records BP adds, to retain 18

Integrity - Service - Excellence



U.S. AIR FORCE

“Establishing the Gray”

Not a Clean Cut

Records = 133 Quota = 94 Retain Quota = 39 Retire	Scores	Records	Cumulative Records	 94
	45.0	7	41	
	44.5	29	70	
Gray Zone	44.0	4	74	
	43.5	25	99	
	43.0	10	109	

**Board will score 39 records, plus
any records BP adds, to retain 24**

Integrity - Service - Excellence