FISCAL YEAR 2006

ANNUAL REPORT TO THE CONGRESS OF THE UNITED STATES

Selective Service System

FROM THE DIRECTOR OF
THE SELECTIVE SERVICE SYSTEM

GLOBAL IN RESPONSIBILITIES...INDIVIDUALIZED IN SERVICE

Selective Service System

The FY 2006 Annual Report was produced by the Office of Public and Intergovernmental Affairs, Selective Service Act, Section 10(g).

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Selective Service System

A message from the Director

A New Vision

Operating in Fiscal Year 2006 has been challenging because our Nation is engaged in a protracted war on terrorism and its deadly disciples. Resources are constrained. Our programmatic responsibilities not only continue, but involve greater workload. The worldwide geopolitical environment remains dangerous and unpredictable. To this operational equation is now added my determination to do a better job of informing America's young men, ages 18 through 25, about their civic responsibilities to register with the Selective Service System and the benefits they would lose by not registering.

This small civilian, independent Agency has long used a number of avenues to get the word out about Selective Service registration, such as public service advertising and distribution of promotional materials. We launched an aggressive new campaign during this fiscal year. In 14 cities and geographic areas we participated in air shows, which supplement ongoing efforts to increase public awareness of the legal registration requirement in another highly popular community venue where registration-age men congregate with their influencers. I am pleased that the Selective Service message reached hundreds of thousands of people who can influence our registration compliance rate.

Further, I am especially proud of the professional reaction of the Selective Service workforce. The entire staff has responded as it has always done over an illustrious Agency history of more than 66 years, with steady and reliable performance which remains focused on, and responsive to, our primary client, the Department of Defense. Each member of the Selective Service team, whether a full-time civilian, a part-time state director or a reserve component officer, or one of the thousands of our dedicated civilian volunteer board members, provided relevant and timely public service. And this splendid duty performance produced achievements which are dynamic and measurable.

- Thirty-eight jurisdictions (states, territories, and the District of Columbia) have approved sharing of driver's license information with Selective Service, thereby aiding young men to register, comply with federal law, and protect their eligibility for many federal and state programs. This has resulted in 858,070 new registrations during CY 2005.

- Because of innovations and a shift in priorities, the on-time registration rate for young men who turned 18 and registered, as required by law, has been held constant at 76 percent from CY 2004 through CY 2005.

- Another major milestone was the increase in the registration compliance rate for men ages 18 through 25. From CY 2004 to CY 2005, the rate climbed one percent, from 92 to 93 percent.

- The proportion of registrations from automated verses paper sources escalated by two percent, from 79 percent in CY 2004 to 81 percent in CY 2005. This achievement is significant because automated registrations are less costly and processed faster than paper forms.

- Working together with essentially a static budget, the men and women of Selective Service have ensured a viable, cost-effective, reliable, and efficient Agency that contributes daily as part of the national security community. This Agency remains prepared to support the Nation with the only time-tested, proven mechanism to rapidly expand the U.S. Armed Forces during crises with an unprecedented level of fairness and equity.

The Annual Report for FY 2006 summarizes significant Selective Service initiatives and activities, with a focus on its registration program. This success story is due in large measure to the many state legislatures which have approved partnerships between Selective Service and the State Departments of Motor Vehicles. State and local support of the national registration requirement is fundamental in our Federal Government if Selective Service is to succeed in doing its important job. The Agency cannot perform its statutory duties without grassroots endorsement and active support.

Finally, I am pleased and honored to lead America's Selective Service System, an independent Agency free from controversy, defined by integrity, and dedicated to upholding the rules of justice and fair play in all of its programs. I have ensured that Selective Service fulfills its promise and honors its proud heritage by guaranteeing personal rights for all young men, citizens or not. The support of the American public and its elected leaders is grounded in the belief that there must always be a shared balance between individual freedoms and the needs of the community, that public responsibilities mean civic obligations, and that national sacrifices are necessary to preserve personal freedoms. As director of the federal agency which most fully reflects the link between freedom and responsibility, and the link between our all-volunteer military and society at large, I will make sure Selective Service remains focused on this new vision for the 21st Century.

William A. Chatfield

William A. Chatfield

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Selective Service System

Structure and Purpose

The Selective Service System is a small civilian, independent federal agency operating with permanent authorization under the Military Selective Service Act (50 U.S.C. App. 451 et seq.). It is not part of the Department of Defense; however, it exists to serve the emergency manpower needs of the military by conscripting untrained manpower, or personnel with professional health care skills, if directed by Congress and the president for a national crisis.

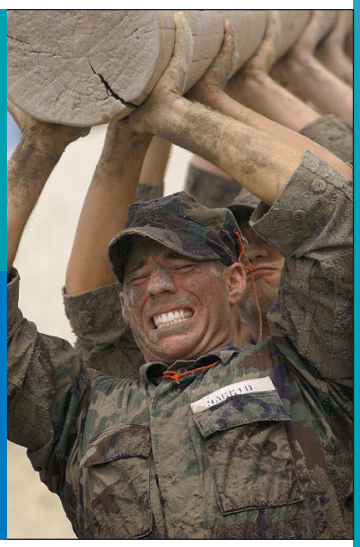
Selective Service is America's only proven and time-tested hedge against underestimating the number of active duty and reserve component personnel needed in a future conflict. Its statutory mission also includes being ready to administer an alternative civilian service program in lieu of military duty for men classified as conscientious objectors by a Selective Service board.

Currently, the Agency is minimally staffed and largely dependent upon part-time personnel and volunteers across the country trained to conduct a draft that would be timely, fair, and equitable in a future national crisis.

As a part of that readiness, virtually all men in the U.S. are required to register with Selective Service within 30 days of reaching age 18. The current registration program, in effect since July 1980, for men born on or after January 1, 1960, is vital to America. By registering with Selective Service, every young man is reminded of his potential obligation to serve our Nation in an emergency. Selective Service is the last link between society at large and today's all-volunteer Armed Forces.

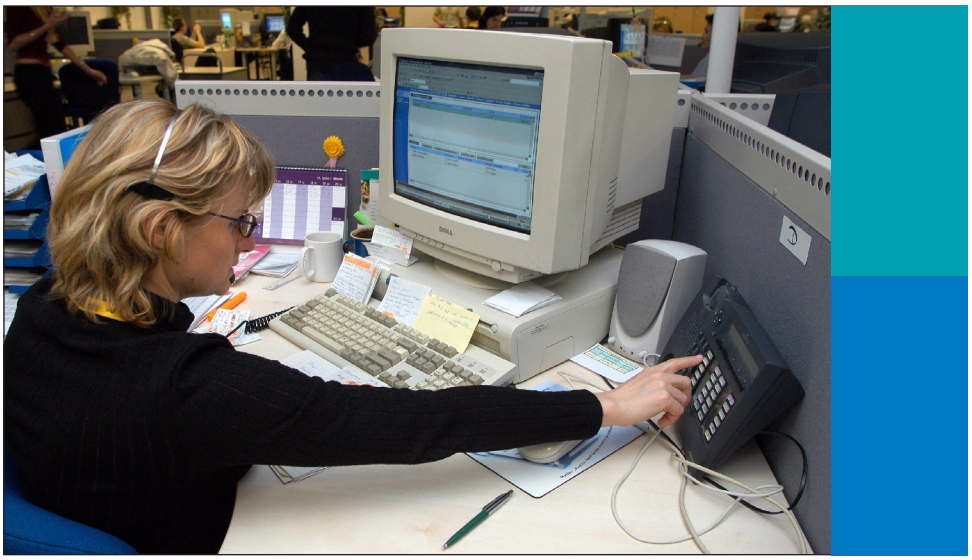
Registration is important to a man's future because Congress, more than half of the Nation's state legislatures, and scores of county and city jurisdictions have conditioned eligibility for several government programs and benefits upon a man being in compliance with the federal registration requirement. These include student loans and grants, government jobs, job training, and U.S. citizenships for immigrant men.

Under current law, women serve voluntarily in the U.S. Armed Forces, but are not required to register with Selective Service and are not subject to a draft.



Current Activities

The first part of Selective Service's mission is to be ready to mobilize in the event of a congressional and presidential call for conscription. The Agency spends the bulk of its time in the day-to-day business of its current operations. The Agency secures registrations of all men 18 through 25, initiating public awareness and outreach efforts, securing personal information, and staffing the Agency with the personnel to meet the requirements of its missions.



Budget and Finance

The FY 2006 Budget

Since the House reorganization in early 2005, Selective Service falls under the Appropriations Subcommittee on Transportation, Treasury, and Housing and Urban Development, Judiciary, District of Columbia, which included many other smaller federal agencies. On the Senate side, Selective Service is under the Transportation, Treasury, the Judiciary, and Housing and Urban Development.

The House subcommittee under Chairman Joe Knollenberg (R-MI) issued its report, H.R. 3058, on June 24, 2005, calling for $24 million for Selective Service – nearly $1.7 million below the President's request of $25.65 million. The Senate, under Chairman Christopher Bond (R-MO), however, held to the President's recommended higher funding level and the Conference Committee ended up with $25 million.

The September 30, 2005, fiscal year deadline had passed before the House and Senate were able to reconcile their differences. Selective Service operated then under a temporary continuing resolution until the House and Senate agreed to a compromise funding level of $25 million. The House passed the conference agreement on November 18, 2005, and the Senate on November 21, 2005. Nine days later, President

Bush signed H.R. 3058 into law [Public Law 109-115]. An across-the-board rescission of one percent further reduced the funding level to $24.75 million for FY 2006.

Selective Service System
FY 2006: Obligation of Funds

FUNCTION	*AMOUNT ($000)*
Personnel Compensation	$ 13,426
Personnel Benefits	2,620
Travel and Transportation of Personnel	474
Office and Miscellaneous Rentals	1,257
Communication	271
Printing and Reproduction	608
Facilities and Maintenance	446
Supplies and Materials	28
Postage and USPS	1,675
Information Technology and Equipment	1,722
EEO Services and Investigations	51
Public Awareness	951
MEPCOM Reimbursement	579
Other Services	658
TOTAL FOR ALL FUNDS	**$24,766 ***

*** Total includes reimbursement from Census Bureau and the Department of Defense, as well as actual appropriated obligations.**

The FY 2007 Budget

The budget process for FY 2007 was not completed by the September 30 deadline. At the time of press, Congress had not voted on the budget for the Selective Service System. Selective Service operated under a temporary continuing resolution through November 17, 2006, until the House and Senate could agree to a specific funding level before the president could sign off on the appropriations bill.

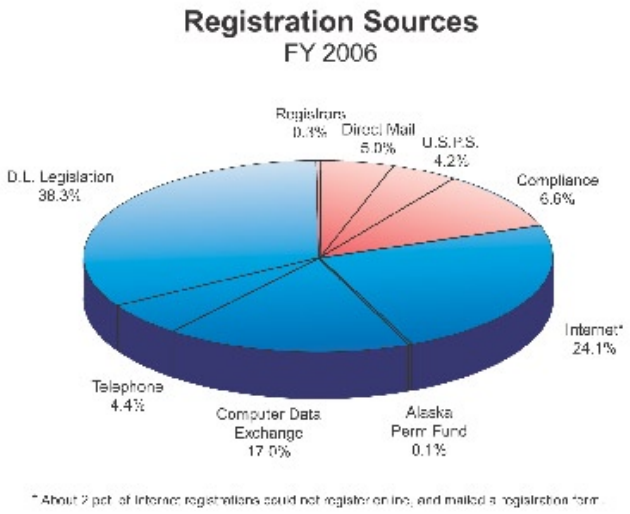
Registration

Registration is a critical requirement of the Selective Service mission to be ready to furnish manpower to the Department of Defense in the event of a national emergency. If a draft becomes necessary, the public must see that it is fair and equitable. No draft would be fair and equitable unless all men are treated equally. For that to happen, all eligible men must be registered. Thus, Selective Service aims for a 100-percent compliance rate, and continues to develop initiatives and strengthen existing programs to increase registration compliance across the United States and its territories. By registering, men comply with the federal law and remain eligible for student financial aid, job training, government employment, and U.S. citizenship for immigrant men.

For CY 2005, the Selective Service registration compliance rate was 93 percent for men ages 18 through 25 who were required to be registered. Primary factors contributing to registration compliance were: (1) the enactment in states and territories of driver's license legislation (DLL) requiring registration with Selective Service to obtain a motor vehicle driver's license, permit, or an identification card; (2) use of online registration through Selective Service's Web site, www.sss.gov; (3) emphasis on soliciting volunteer Selective Service high school registrars; (4) additional mailings to states having the lowest compliance rates with a high registrant population potential, as well as nationwide to those 19-year-old men who had not registered; (5) increased liaison with United States Postal Service offices – the only universal source of availability of Selective Service registration cards; and, (6) focused, cost-effective registration awareness initiatives and outreach efforts to educational and community leaders and groups.

Field Registration Efforts

The Selective Service System's structure includes three field regions covering all states, U.S. territories, and the District of Columbia. Region I covers parts of the Midwest and the upper portion of the East Coast, including New York City, as a separate entity, and the Nation's capital. Region II spans southeastern and south central portions of the United States, Puerto Rico, and the U.S. Virgin Islands. Region III ranges western United States, the rest of the Midwest, Hawaii, Guam, and Northern Mariana Islands.



Region I's estimated registration compliance rates, processed through January 31, 2006, are 72 percent compliance for men born in 1987 (age 18 at the time of the estimate), and 89 percent for those born in 1986 (age 19). For draft eligible men 20 through 25, the estimated compliance rate is 93 percent. Region II's total estimated compliance

rates have increased through December 2005, as reported in January 2006: year of birth (YOB) for 18 year olds, came in at 83 percent; YOB 19, 97 percent; and YOB 20 - 25, 96 percent. Region III's statistics are YOB 18, 72 percent; YOB 19, 90 percent; and YOB 20 - 25, 96 percent.

Increasing Registration Compliance:

The Driver's License Initiative

Since the objective of Selective Service registration is to have a fair and equitable return to conscription when the need arises, it is necessary to develop initiatives to increase registration compliance. The most important initiative during the past couple of years has been the driver's license initiative, with the Agency working closely with states and territories that pursue DLL in support of the Selective Service registration. Selective Service provided such assistance as reviewing draft legislation, having a working agreement with the American Association of Motor Vehicle Administrators network, and providing information management related technical expertise. By the end of FY 2006, 34 states (Alabama, Arizona, Arkansas, Colorado, Delaware, Florida, Georgia, Hawaii, Idaho, Illinois, Iowa, Kansas, Kentucky, Louisiana, Maryland, Minnesota, Mississippi, Missouri, Montana, New Hampshire, New Mexico, New York, North Carolina, Ohio, Oklahoma, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah, Virginia, West Virginia, and Wisconsin), three territories (Guam, Mariana Islands, and Virgin Islands), plus the District of Columbia had enacted DLL linked to the registration requirement. As a result, 858,070 men were registered in CY 2005, compared to 849,390 in CY 2004. In lieu of DLL, Alaska enacted legislation requiring registration with Selective Service as a precondition for receiving proceeds from the Alaska Permanent Fund.

In Region I, eight states and the District of Columbia have implemented DLL, which ties receiving a state driver's license, permit, or, in some cases, an identification card, to Selective Service registration. Fourteen of Region II's 15 states and territories have implemented DLL. Region II accounts for 59 percent of the cumulative DLL registrations, and 71 percent of the cumulative early submissions of DLL registrations in the Nation. Puerto Rico continues to pursue passage of mandatory DLL. In Region III, 15 states have implemented DLL.

Although the states that have enacted this type of legislation comprise nearly 65 percent of the Nation's registrant population potential, it is not enough. Selective Service's goal is to provide requested assistance to all states and territories. Therefore, for FY 2007, the primary emphasis on improving the overall registration compliance rate will continue to be assisting states in their efforts to enact driver's license legislation linked to Selective Service registration. As each state or territory goes online, the cost savings for the Agency will allow reallocation of resources to improve customer service and the overall preparedness of the Agency.

Electronic Registration

Cost-effective programs continue to be employed and expanded to help young men register more quickly and easily. A larger portion of the registration process has become automated because of DLL, Internet registration, tape-matching programs, and a telephone option. Eighty-three percent of registrations were electronic by the end of FY 2006, compared to 81 percent for FY 2005. Electronic registrations, compared to paper/card registrations, which are processed manually, are more cost-effective and provide better customer service.

With the cooperation of U.S. Citizenship and Immigration Services, immigrant men who are accepted for permanent U.S. residence also become registered automatically with Selective Service. Furthermore, men of registration age who complete an application for an immigrant visa with the U.S. Department of State are automatically registered. During FY 2006, nearly 63,000 men were automatically registered through this interagency agreement, compared to nearly 45,000 men in FY 2005. Other FY 2006 electronic sources of registrations included Department of Education – 280,000, Department of Defense – 27,000, Department of Labor – 27,000, and Alaska Permanent Fund – 2,000.

Registration Reminder Mail-back Program

The Agency's effective Registration Reminder Mail-back Program generated nearly 1,300,000 registration reminder postcards sent to young men in FY 2006. The registration reminder mail-back postcard suggests convenient options for registering. Recipients may register online through the Internet, by telephone, or completing and returning a card. Names of those likely to be required to register are obtained from State Departments of Motor Vehicles (DMVs) and the U.S. Department of Education. State DMV data is obtained from almost every state and territory of the United States that do not have mandatory DLL in support of the Selective Service registration requirement, representing approximately 83 percent of the potential records identified for compliance processing. Other sources of data used in the compliance program are the United States Postal Service; high schools; the Departments of Defense, Education, and Transportation; and the Office of Personnel Management.

The Agency continued special direct mailings to improve registration awareness and compliance rates. These mailings were sent to potential registrants in metropolitan areas with large populations and low registration compliance.

Early Submission of Registration Information

In an effort to reach young men who are considering dropping out of school, as well as to buttress on-time registration compliance, the Agency emphasized early submission of registration information. This program allows 17-year-old men to submit registration information "early" through the mail-back registration cards, telephone, the Internet, driver's license applications, and other sources. The man's

information is held until 30 days before his 18th birthday, at which time his registration record is processed. During FY 2006, more than 546,000 young men submitted their information early. The majority of early submissions was received from states with DLL supporting the registration requirement.

Increasing Registration Awareness:

Registrar Programs

Eighty-seven percent of the Nation's 20,796 high schools had an uncompensated volunteer acting as a Selective Service high school registrar, who is authorized to administer and receive registrations from young men. The High School Registrar Program is an effective awareness program that informs male students face-to-face about the requirement to register with Selective Service. Because registration is a prerequisite for federal job opportunities and student financial aid, this program continues to reduce the delay and disqualification many students could experience if their registration obligation is not fulfilled at the time they turned 18 years old. The program also provides a convenient location for young men to register at their high schools. Increased public awareness and use of online registration reduced the workload on the uncompensated high school registrars. Selective Service board members and staff participated in the "Adopt-a-High School" Program to encourage schools to appoint high school registrars and emphasize online registration.

In Region I, 5,714 high schools, 80 percent of the total, participated in the Selective Service High School Registrar Program. In Region II, the total was 94 percent with 5,965 high schools participating in the High School Registrar Program out of a total of 6,379 high schools. Louisiana and South Carolina have 100 percent of registrars participating in the program. In Region III, 88 percent of the high schools were participating in the High School Registrar Program. Hawaii, Nebraska, and Wyoming have 100 percent registrar participation within their high schools.

The Agency also obtained increased cooperation from new uncompensated Selective Service registrars for the Farmworkers Opportunity Program and the Workforce Investment Act Program. The result was increased registration awareness and compliance by registration-age men participating in these programs. Increased use of online registrant verification resulted in improved customer service by providing high school registrars, as well as registrants, student financial aid officers, and Workforce Investment Act officials, with the ability to check and verify a man's registration.

Registration is the Goal

The Selective Service goal is registration, not prosecution. However, if a man fails to register, or provide evidence that he is exempt from the registration requirement after receiving Selective Service reminder and/or compliance mailings, his name is referred to the Department of Justice (DoJ) for investigation and possible prosecution for his failure to register as required by the Military Selective Service Act. During FY 2006, 171,814 names and addresses of suspected violators were provided to the DoJ.

Public Awareness and Outreach

While performing the spokesperson function for the Agency, the Office of Public and Intergovernmental Affairs handles the preponderance of Selective Service's communication with the general public, professional associations, government entities, Congress, and news media. This directorate advises Selective Service's leadership on the public relations aspects of all policies; monitors legislation in the U.S. Congress of interest to the Agency; assists individuals searching for Selective Service registration numbers and classification records; responds to all press inquiries; services e-mails, faxes, phone calls, and letters from the general public and its elected representatives; negotiates Agency positions with state and federal governmental bodies; and pursues an outreach network with social services or organizations that work with registration-age men.

Legislative Affairs

At the close of FY 2006, there were six bills addressing Selective Service that have been introduced in the U.S. House of Representatives. Each has been referred to the appropriate committees of jurisdiction:

1. H.R. 1495 amends the Military Selective Service Act to terminate the registration requirement and the activities and appointments of all Selective Service boards. Further, it revokes all previous sanctions for non-registration. It was introduced by Rep. Major Owens (D-NY) on April 6, 2005. On April 21, 2005, the bill was referred to the House Subcommittee on Military Personnel.

2. H.R. 2455 repeals the Military Selective Service Act and terminates the entire Agency and all of its programs. Consequently, nothing remains: no registration, no boards, no planning, and no conscription capability. The institution disappears. This was introduced by Rep. Ron Paul (R-TX) on May 18, 2005, with two cosponsors. On June 21, 2005, the bill was referred to the House Subcommittee on Military Personnel.

3. H.R. 2631, the Religious Freedom Peace Tax Fund Act, affirms the religious freedom of taxpayers who are conscientiously opposed to participation in war, to provide that the income, estate, or gift tax payments of such taxpayers be used only for nonmilitary purposes, and to create a fund to receive such tax payments. Under this proposal, monies collected in this fund could not be spent on Selective Service, among others, because it is defined with a military purpose. This proposal was introduced May 25, 2005, by Rep. John Lewis (D-GA). On May 25, 2005, the bill was referred to the House Committee on Ways and Means.

4. H.R. 2723, the Universal National Service Act of 2005, provides for the common defense by requiring all young men and women to perform a period of military service or a period of civilian service for national defense or homeland security. It was introduced by Rep. Charles Rangel (D-NY) on May 26, 2005, with one cosponsor. It is the same bill proposed by him in January 2003, except that the period of service is now 15 months rather than 24. The bill was referred to the House Committee on Armed Services on May 26, 2005.

5. H.R. 4752, the Universal National Service Act of 2006, provides for the common defense by requiring all persons in the United States, including women, between the ages of 18 and 42, to perform a period of military service or a period of civilian service

in furtherance of the national defense and homeland security, and for other purposes. This bill, introduced by Rep. Charles Rangel (D-NY) on February 14, 2006, follows closely with H.R. 2723 above. On February 23, 2006, the bill was referred to the House Subcommittee on Military Personnel.

6. H.R. 5576, the Transportation, Treasury, Housing, the Judiciary, and the District of Columbia Appropriation Bill, FY 2007 makes the appropriation for the Departments of Transportation, Treasury, and Housing and Urban Development, the Judiciary, District of Columbia, and independent agencies for the fiscal year ending September 30, 2007, and for other purposes. It was introduced by Rep. Joseph Knollenberg (R-MI) on June 9, 2006. To date, this bill passed in the House of Representatives on June 14, 2006, and on July 26, 2006, it was placed on the Senate Legislative Calendar under General Orders, No. 535.

The Agency in the Public Eye:

Public Affairs

The Selective Service System has a venerable history of public service which spans two centuries of war, cold war, and peace. However, because there has not been a military draft since 1973, many believe, innocently but incorrectly, that this Agency has been disestablished, its important work terminated, and men no longer required to register. Others believe that Selective Service programs would operate in the future exactly as they did during the Vietnam era. This is also incorrect. In any future draft there would be significant changes — changes for fairness.

Big topics this fiscal year were immigration; the ongoing global war on terrorism with the second and third recalls of the Reserve Forces; and tightened security clearances for contractors working for government, defense, or national security-related organizations. Selective Service had the additional workload of assuring the public that there will be no draft in the near future as stated by President George W. Bush and Secretary of Defense Donald H. Rumsfeld. On the immigration front, Selective Service had to clarify to immigrant men and organizations servicing immigrant communities that all men 18 through 25 living in the United States must register whether they are

documented or undocumented. Additional emphasis was placed on registering men who have yet to obtain social security numbers. Selective Service wanted to stress that immigrant men ages 18 through 25 must be registered if they were residing in the U.S., and what that means for immigrant men when they want to become U.S. citizens. With the tightening of security clearances, many male contractors working for a government, defense, or national-security related organization were being asked for their Selective Service registration numbers before being awarded security clearances. Many of these requests came from men born before 1960, whose records are maintained at numerous record centers across the country.

Air Shows

To foster a wider public reception of the Agency's new approach to its traditional mission, Director William A. Chatfield has harnessed the power, passion, and patriotism of air shows to his vision of a more service-centered Selective Service. This new vision presents the Agency in community venues rated the second most attended spectator event in America, while highlighting authentic American heroes and promoting patriotic and public-service themes across multiple generations.

There were more than 220 air shows across the United States in 2006, attracting more than 12 million people to these patriotic, awe-inspiring events. According to the International Council of Air Shows, these events attracted mainly families with nearly half of air show fans attending with school-age children. Air shows provided a remarkable chance to communicate the Selective Service message to a positive and receptive audience, who mainly attend these events to witness their military in action.

The Selective Service Air Show Program used the Navy's "Blue Angels" and Air Force's "Thunderbirds," as well as public address announcements, to convey the Agency's messages throughout the year at 14 air shows located in high priority markets with lower registration compliance rates. A 10'x10' exhibit platform gave Selective Service the opportunity to register on-site as many eligible young men as possible, educate influencers, and engage in a dialogue with air show audiences about the Agency's mission.

Reserve Force Officers and region staff noted that having a Selective Service presence at these events was a great way to emphasize the importance of the registration message to large, relevant audiences.

Exhibit locations, included the following:

- Andrews Air Force Base, MD
- Battle Creek, MI
- Dallas, TX
- Ft. Lauderdale, FL
- Jones Beach, NY
- Lackland Air Force Base, TX
- Louisville, KY
- March Air Reserve Base, CA
- Miramar Marine Corps Air Station, CA
- Naval Air Station Ft. Worth, TX
- Naval Air Station Willow Grove, PA
- Nellis Air Force Base, NV
- Pittsburgh, PA
- Spokane, WA

Communicating with the Public

Throughout the reporting period, the Office of Public and Intergovernmental Affairs received and responded to approximately 13,600 pieces of mail from the public. Nearly 13,400 of those were general public inquiries, ranging from seeking proof of one's registration through complex historical research of policies and operations. The remainder consisted of congressional inquiries, White House referrals, and Freedom of Information Act (FOIA) requests.

Nearly 1,000 tailored packages of brochures, posters, and other Selective Service registration awareness literature were mailed in response to requests generated by the High School Publicity Kit mailings. During FY 2006, the Office of Public and Intergovernmental Affairs serviced approximately 5,400 Agency e-mails sent to the "Information" mailbox, 1,100 faxed inquiries in addition to 4,200 faxed FOIA requests, and 25,500 phone calls. Most of the communications were requests for Selective Service registration numbers or for Agency responses to non-registrants. Many requests were from contractors, serving government, defense, or national security departments, inquiring about their Selective Service statuses and registration numbers needed for their security clearances. Security clearances are being reviewed and updated more frequently. Also, with an increase of immigrants entering the country, more and more men are applying for U.S. citizenship and asking for their Selective Service registration numbers.

Communicating with the News Media

Selective Service answered multiple inquiries from news services and print media such as Ft. Wayne (Indiana) Journal-Gazette, Connecticut Post, Pittsburgh Post-Gazette, Daily South News (Illinois), Boston Globe, Clarksburg (West Virginia) Exponent-Telegraph, Milford (New York) Cabinet, and Fayetteville (North Carolina) Observer.

The Agency talked to reporters from, or appeared live on, such broadcast outlets as the History Channel, WVHF-TV 9 (Clarksville, IN), WDUQ 90.5 FM radio (Pittsburgh, PA), KRGV-TV 5 (Weslaco, TX), KQV 1410 AM news radio (Pittsburgh, PA), KGW-TV 8 (Portland, OR), NBC (Alabama affiliate), and WTEN radio (Albany, NY).

In addition to responding to the news media, the Agency contacted television networks, radio stations, and the newspapers and magazines within the broadcasting and delivery range of each air show location. A sampling of the media contacts made and interviews conducted with Selective Service Director Chatfield include WILM 1450 AM (Wilmington, DE); KQV 1410 AM (Pittsburgh, PA); KGA 1510 AM (Spokane, WA); KOGO 600 AM and KPBS 89.5 FM (San Diego, CA); and WOAI 1200 AM, *San Antonio Express-News*, and *La Prensa San Antonio* (San Antonio, TX).

Radio Public Service Messages

During FY 2006, Selective Service distributed 20 English, Spanish, and announcer-read scripts for live radio public service announcements. Distributions were sent to 1,000 stations in January 2006 and September 2006. Donated air time was valued at $5,108,491, with more than 81,087 announcement airings.

No television public service announcements were produced or distributed this year.

High School Publicity Kit

High School Publicity Kit materials were printed in the Fall of 2006, but are being held for distribution until January 2007, pending completion of the Agency's resource material – publicity awareness disk set. It will be distributed within the kit and go to high schools nationwide.

The kit has an array of communication items – posters, high school newspaper ads, public address announcements, and other collateral publicity materials that remind both young men and their influencers about the importance of registration compliance. Educators will be encouraged to remind young men about their civic responsibilities to register and the importance of complying with the federal law.

National Outreach & Public Awareness Initiatives

Selective Service manned an exhibit booth at 14 of the Nation's leading community and educational annual meetings in FY 2006.

The Exhibits Program has been ongoing for several years after partnering with their national associations. This endeavor affords Selective Service the opportunity to reach grassroots leaders who help carry back the registration message to their local communities.

During FY 2006, Selective Service manned exhibit booths at the following conferences nationwide:

American Association of Collegiate Registrars & Admissions Officers
American Association of Community Colleges
American School Counselor Association
League of United Latin American Citizens
National Association for the Advancement of Colored People
National Association of Postmasters of the U.S.
National Association of Secondary School Principals
National Association of Student Financial Aid Administrators
National Congress of American Indians
National Council of La Raza
National League of Postmasters of the U.S.
National Urban League
Organization of Chinese Americans
Reserve Officers Association

In FY 2006, Selective Service traveled to six major cities to conduct outreach and focus group studies in areas where registration compliance fell short of the national average. Outreach efforts were conducted in concert with focus groups. The cities included Los Angeles, CA; Dallas and Houston, TX; Philadelphia, PA; Baltimore, MD; and Washington, DC.

Outreach meetings were held with influencers of community youths. Because most Selective Service non-registrants were typically found in immigrant and underserved communities, outreach meetings were held with grassroots organizations that potentially reach those young men. Registration compliance was stressed since it keeps their youths eligible for educational benefits, job training, federal and many state and municipal jobs, and U.S. citizenship. Sample resource awareness materials were left with each organization.

The following is the list of metropolitan cities and corresponding organizations:

Los Angeles
The AmASSI Center
A Place Called Home
Boys and Girls Club of Placentia
Bresee Foundation
Community Centers, Inc., Worksource Center
Cypress Community Center
El Centro del Pueblo
Heart of Los Angeles Youth
House of Mercy
Interagency Gang Task Force
Los Angeles School Police Department
Los Angeles Urban League
Los Angeles Wave
St. Joseph Center
Volunteer Center of Los Angeles
Workforce Investment Board

Dallas
Fireside Recreation Center
Human Rights Initiative of North Texas
Larry Johnson Recreation Center
League of United Latin American Citizens, Dallas
Refugee Services of Texas
Times-Record (Lake Worth, TX)
Transition Resource Action Center
United Way of Metropolitan Dallas
Waxahachie Daily Light (Waxahachie, TX)

Houston
Alief Community Center
Chinese Community Center
Christian Community Service Center
Houston Area Urban League
Houston Press
Immigration Counseling Center, Inc.
Junior Achievement of Southeast Texas
Katy Times
La Mirada Resource Center
Marion Community Center
Semana News
YMCA of Greater Houston

Philadelphia
Coleman Hall
Inner City Missions
Intercultural Family Services, Inc.
League of United Latin American Citizens, Philadelphia

Baltimore
Baltimore Area Council, Boys Scouts of America
Baltimore Community Foundation
Barclay Recreation Center
Big Brothers Big Sisters of Central Maryland
Episcopal Community Services of Maryland
Fellowship of Lights Youth and Community Services
Lutheran Immigration and Refugee Service
South Baltimore Recreation Center
United Way of Central Maryland
YMCA of Central Maryland

Washington, DC Metropolitan
Boys and Girls Club of Greater Washington
Capital Area Immigrants' Rights Coalition
Center for Multicultural Human Services
Central American Resource Center
Church World Service, Immigration and Refugee Program
Congressional Hispanic Leadership Institute
The Culmore Teen Center
Japanese American Citizens League
League of United Latin American Citizens, National Education Service Centers, Inc.
Maryland Vietnamese Mutual Association
New Community After School and Advocacy Program
Newcomer Community Service Center
Organization of Chinese Americans
Sasha Bruce Youthwork, Inc.
U.S. Committee for Refugees and Immigrants

Focus Group Surveys

Focus groups were held in Los Angeles, CA; Dallas, TX; and Philadelphia, PA, to test public service advertising materials and radio public service announcements. Publicity materials and radio spots themes were designed to reach different audiences and to create better youth and influencer awareness. Since more than 6,500 men turn 18 every day, the primary emphasis target markets were both mainstreamed and immigrant men, ages 16 through 25. (Sixteen is the age that community service organizations and educators determine is the age before young men begin to drop out of school.)

Outreach Initiatives at the Local Level

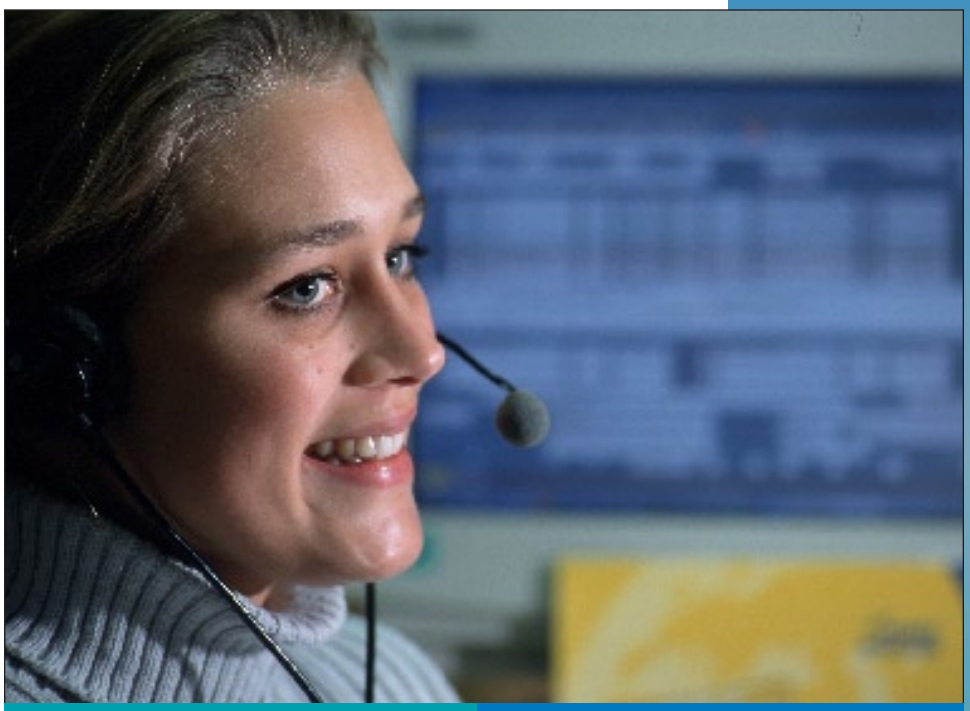
Local outreach efforts to increase registration awareness included Selective Service staff and Reserve Force Officers providing registration information to young men and/or their influencers at the 96th Infantry Division Reunion, Denver, CO; Military Order of the Purple Heart National Convention, Los Angeles, CA; California State Fair, Sacramento, CA; Rushmore Bowl, Rapid City, SD; Watts Community Resource and Health Fair, Los Angeles, CA; Mililani High School Career Fair, Oahu, HI; Native American Annual Convention, Tulsa, OK; Association of United States Army Conference, Fresno, CA; Rotary International, Asbury Park and Stanhope, NJ; DC Public Schools Registrars Conference, Washington, DC; College of Lake County Job Safari, Grayslake, IL; Elkhart Community School District Transition Fair, Elkhart, IN; Canon-McMillan High School Veterans Day Observances, Canonsburg, PA; and Badger Boys State, Ripon, WI.

Selective Service officials also took advantage of several media opportunities to inform the public of the Agency's mission and federal requirement to register. Agency personnel provided registration awareness materials as well as facilitated registration at various air shows throughout the Nation. And, uncompensated Selective Service board members and state resource volunteers took part in the "Adopt-a-Post Office" Program to help ensure U.S. Post Offices have ample supplies of registration materials and understand the current Selective Service registration procedures.

Data Management Center

The Agency's Data Management Center, located in Illinois, processes registrations and maintains the computer operations that support the Agency's mission. FY 2006 marked the 25th anniversary of the Agency's national data center. Since its inception, the Center processed more than 57 million registrations, made 29 million file changes to these records, printed and mailed 180 million letters and cards, and answered over 19 million telephone calls, in addition to other requirements associated with current registration programs. The general public primarily communicates with the Center before trying other contacts within the Agency.

In FY 2006, the Center processed over 2.3 million new registrations, made over 570,000 updates to registrant files, verified the registration status of over 2.1 million men through the Internet Web site, reviewed 24,000 pieces of written correspondence, edited 200,000 paper responses to compliance correspondence, processed nearly 1.3 million telephone inquiries, and produced and mailed about 5 million pieces of computer-generated correspondence to acknowledge or promote registration. Such work was accomplished by a seasoned work force of fewer than 50 employees with numerous years of experience, maximizing the use of technology.



Most telephone inquiries were from men applying for federal and state entitlement programs that require proof of registration. Eighty-four percent of calls to the Data Management Center were processed by an interactive voice response system. The remaining 16 percent of the calls were more complex, and were handled by a small group of agents. Selective Service recognizes that its national call center may be the only contact registrants have with the Agency, and therefore has directed that adequate staffing of this office be a high priority to ensure optimal service levels are attained. In addition to answering telephone calls, this office also processes most paper inquiries to the Agency.

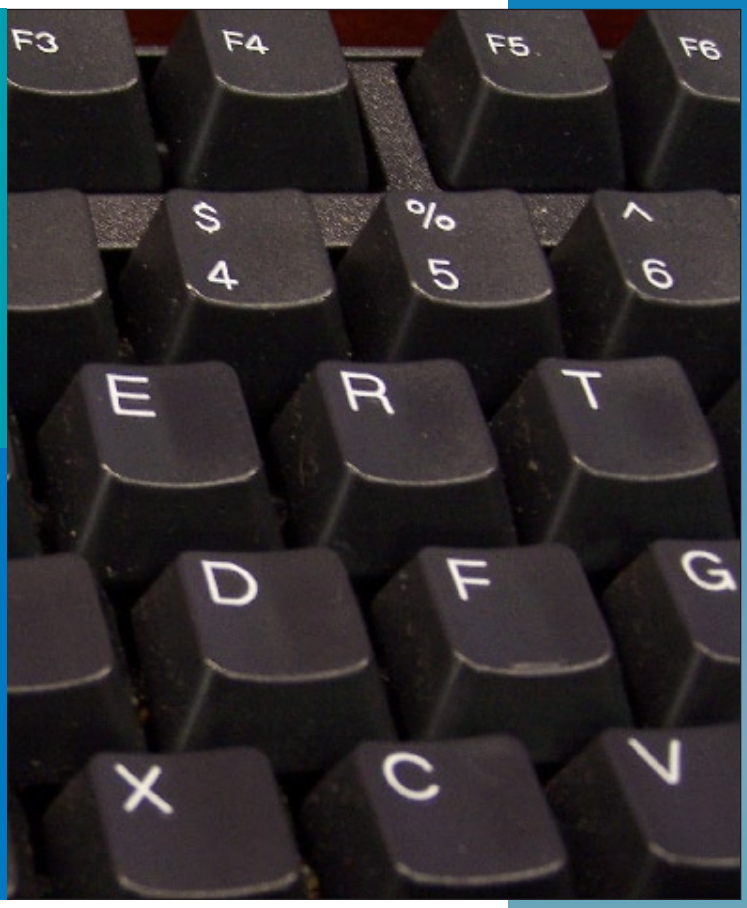
Even with 84 percent of its registration workload being processed through automation, a small data entry staff is still required to input over 800,000 transactions each year. The quality of this manual work is impeccable with a 99.974 percent accuracy rate, directly attributing to an over 98 percent deliverability rate for mailings to registrants in the prime year group of vulnerability.

The number of requests for status information letters continues to be substantial. These letters are sent to men who failed to register with Selective Service and are now past their 26th birthday. Unless they can demonstrate that their failure to register was not deliberate, those non-registrants may be denied federal student financial aid, federal employment opportunities, and job training. In response to requests, the Center prepared and mailed over 49,000 status information letters to non-registrants. Such work provides not only a valuable service to the public, but also serves as a critical tool for state and federal agencies in the administration of their entitlement programs.

Through the end of FY 2006, the Data Management Center had developed registration processing systems for jurisdictions that implemented driver's license legislation, as well as a system for processing registrations for Alaska Permanent Fund applicants.

Information Technology

Selective Service continued to modernize its information technology (IT) network to keep up with the demands of the 21st Century. Telecommuting capabilities were expanded to support the workforce and the Federal Government telecommuting initiative. The Agency added additional bandwidth to its Internet connection to support telecommuting, as well as increased traffic to the Agency's Web site at www.sss.gov. The Agency remains committed to meeting the president's E-Government initiatives and will continue to press forward to provide the best quality service to the public.



New servers were installed to replace aging systems, and the Agency started a project to migrate from a legacy mainframe system to a microcomputer environment. This new system is projected to provide a positive return on investment within approximately three years because the new computer platform will be cheaper to maintain than the legacy mainframe system. Also updated were the Agency's desktop computers by replacing five-year-old systems with new PCs.

A new financial management system was implemented in FY 2006. The system is based at the U.S. Department of the Interior's National Business Center (NBC) in Denver, CO. Selective Service employees can now use a Web-based interface to handle the Agency's finances. The new system runs on a dedicated, private connection to the NBC, and the data are encrypted for added security.

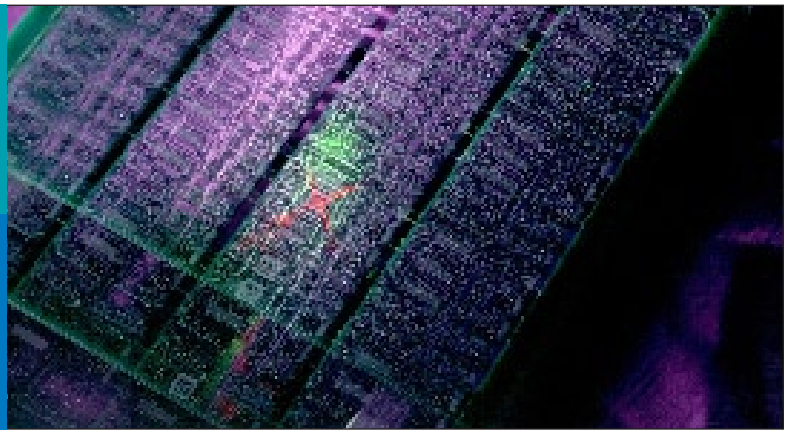
Modernization continues of software to manage a modern military draft. The new Central Registrant Processing Portal (CRPP) application is being designed in-house to manage induction records should a military draft be reinstated. The project is scheduled to be completed by the end of FY 2007. Also for the first time, Exhibit 300 reports regarding both the mainframe migration and CRPP projects were filed. (Exhibit 300 is a part of the Office of Management and Budget's Circular A-11, *Preparation, Submission and Executive of the Budget*. The reports focused on management and results over the IT investment's lifecycle.)

Security continued to be a major focus during this fiscal year, and the Agency remains committed to protecting personal information it receives from men complying with the registration requirement. The Agency recently underwent a Federal Information Security Management Act (FISMA) audit which determined the Selective Service System was in substantial compliance with FISMA requirements. Selective Service will continue to improve its security posture to ensure data integrity and public confidence.

In response to a security breach at the Department of Veterans Affairs, the Office of Management and Budget directed federal agencies to improve their IT security posture. Numerous recommendations were made based upon the National Institute of Standards and Technology's Special Publication 800-53. Selective Service implemented necessary changes to be in compliance with this guidance, and during FY 2007, the Agency will implement two-factor authentication to its network. This will enhance network security considerably by requiring users to enter a randomly changing number from a personal security token before gaining access to the network.

Selective Service also handled a number of security incidents throughout the year. No security breaches occurred at Selective Service, but the Agency did work with the U.S. Computer Emergency Readiness Team to mitigate a number of incidents in which a registrant's data was captured by a malicious keystroke logging program which infected a number of computers external to Selective Service. Also, the Agency's firewalls and intrusion detection systems intercepted and stopped approximately 250,000 attacks per week against the Selective Service System's network.

Throughout FY 2006, the Agency's overall mission and vision in relation to the role of technology in the workforce were advanced by turning the Agency's IT infrastructure into a more modernized data collection, reporting, and delivery system using the available tools, processes, and development standards while maintaining a secure environment. Over the year, the aim had been on improving three elements: tools, processes, and standards. Improvements in these areas will in turn enhance other operations throughout the Agency by strengthening productivity, streamlining processes, and reducing overall costs. In regard to its ongoing design and development projects, the Agency will be incorporating current stabilized technologies that have been accepted, proven, and successful.



Human and Logistics Resources

Selective Service relies on a diverse workforce of full- and part-time civil servants, part-time military reserve component personnel, and civilian volunteers. The Agency has reduced its level of full-time equivalents (FTEs) to 154 over the past year while still accomplishing its overall mission through investments in technology, employee training, and the ongoing development of a Human Capital Management Plan. The Agency's FTE number includes support of 56 part-time state directors and one deputy state director. State directors are compensated for an average of 12 duty days throughout the year, although most of them devote considerably more time to Selective Service activities.

The Agency is developing its strategic Human Capital Management Plan (HCMP) in fulfillment of the President's Management Agenda. The purposes of the HCMP are to align the Agency's human and financial assets with its operational, information technology, and logistical processes for the benefit of those it serves, and to set more ambitious goals for the future. Greater responsibility and accountability will be the key objectives of the HCMP.

During the preliminary stage, Selective Service must develop an HCMP that prepares the Agency for both its current ongoing day-to-day business and the less likely reinstatement of a draft. In either case, the Agency must prepare for a future workforce significantly different from today's workforce, where the average employee has 20 years of service. The Agency must also be ready to recruit and process a massive influx of employees in case of a general mobilization.

Agency human resources officials are motivated by the goals of improving employee morale and the work environment, enhancing employee training tools, and increasing efficiency and asset management through the optimum use of state-of-the-art technology. In addition to flexible and compressed work schedule options, the Agency has expanded its Telework Program to cover nearly 60 percent of all employees and improved online work capabilities. Improvements in the performance appraisal and award systems are being accessed under the HCMP development project.

In conjunction with the Office of Personnel Management, the Agency's e-Quip process is operational and will improve the security clearance process by automating paperwork, enabling cross-agency checks, and streamlining data management. The addition of the online GoLearn site has helped the Agency upgrade critical employee skills, reducing the expense and time of formal classroom training. Selective Service also will save time and postage by participating in e-file initiatives to automate the personnel records (e-OPF) and contracting proposal processes. Each of these improvements is supportive of the President's Management Agenda and sound business practices. The Agency is working with the U.S. General Services Administration and the Department of the Interior's National Business Center to develop the HSPD-12 [Homeland Security Presidential Directive 12] government identification card.

Region Personnel

Region I Headquarters, located in North Chicago, IL, is comprised of eight employees. Region I, which includes parts of the Midwest and the upper portion of the East Coast, consists of 16 states, New York City as a separate entity, and the Nation's capital: Wisconsin, Illinois, Indiana, Michigan, Ohio, Pennsylvania, Washington DC, Maryland, Delaware, New Jersey, New York City, New York, Connecticut, Rhode Island, Massachusetts, Vermont, New Hampshire, and Maine. It encompasses a diverse population that is well represented by more than 3,400 Selective Service local and district appeal board members. Region I is authorized 3,620 board members, and in this fiscal year 248 new members were appointed to represent their communities.

Region II Headquarters is located in Smyrna, GA, just outside of Atlanta, and has a staff of eleven. This region covers southeastern and south central portions of the United States, consisting of 13 states and two territories: Virginia, West Virginia, Kentucky, Tennessee, North and South Carolina, Georgia, Florida, Alabama, Mississippi, Louisiana, Arkansas, Texas, Puerto Rico, and the U.S. Virgin Islands. Of the 3,585 board members authorized, currently there are 3,188 local and district appeal board members serving, with additional board member appointments pending. Region II had 55 board members who retired after the allotted 20 years of service on their respective boards.

Denver, CO, serves as the base of operations for Region III Headquarters, along with its seven staff members, and the Agency's field structures in the western United States. Including the rest of the Midwest, Region III consists of 21 states and two territories: Missouri, Iowa, Minnesota, North and South Dakota, Nebraska, Kansas, Oklahoma, New Mexico, Colorado, Wyoming, Montana, Idaho, Utah, Arizona, Nevada, California, Oregon, Washington, Alaska, Hawaii, Guam, and the Northern Mariana Islands. Region III is authorized 3,470 board members, and at the end of the fiscal year 2,889 were appointed and are serving on local or district appeal boards, with additional appointments pending. During the year, Region III had 62 board members who retired after serving their full, legal term of 20 years of service.

The regions had a number Reserve Force Officers (RFOs) called to full-time active duty to support the global war on terrorism. Each region has two RFOs currently serving as Casualty Assistance Officers. Two additional RFOs in Region I have been called to active duty, one serving in the Pentagon and the other in McDill AFB, Florida.

Operations

The Selective Service System exists to serve the emergency personnel needs of the military by conscripting untrained manpower, or personnel with professional health care skills, if directed by Congress and the president in a national crisis. Its statutory mission also includes being ready to administer an alternative service program in lieu of military service for men classified as conscientious objectors.

While providing the only time-tested mechanism to backup the all-volunteer military when needed, the Selective Service System continues to satisfy its statutory obligations. Selective Service's registration, training, and planning processes play vital roles in fulfilling its two-part mission.

Effective April 19, 2006, the Agency reorganized itself and merged the Mobilization and Information Technology Directorates into a single Operations Directorate.

Alternative Service

In its third year, the former Alternative Service Division continued to make solid gains in ensuring the Agency's ability to operate an alternative service program in the event of a return to conscription. This function moved forward with the development of the Alternative Service Employer Network (ASEN). The Agency continued to press for removal of roadblocks to memoranda of understanding that would permit the hiring of conscientious objectors by the U.S. Public Health Service and the Corporation for National and Community Service. In addition, the Agency has opened negotiations with Mennonite Voluntary Service, Christian Aid Ministries, Weaverland Disaster Service, and the Old Order Amish. These efforts are expected to bear fruit in the next fiscal year.

Selective Service continued its outreach efforts. In addition to the Agency's meetings with visitors at national headquarters, the manager of Selective Service's Alternative Service Program traveled to south central Kansas in February 2006, to meet with Mennonite and Beachy Amish, historic peace church constituencies. The Kansas trip began with an invitation to speak at one college, but evolved into eight engagements over a four-day period in which 1,000 people heard the Selective Service message. In addition to preplanned activities, the alternative service manager spoke before nearly 400 Beachy Amish, several dozen of whom had driven in from as far away as Oregon and Utah to attend the session, during a planned "free" period in the alternative service manager's schedule.

A trip to Lancaster, PA, to meet with Amish and Mennonite communities took place in May. The Associate Director for Public and Intergovernmental Affairs accompanied the Alternative Service Program staff on this trip undertaken to broaden contacts within the historic peace church community, disseminate information, and develop the ASEN. Once again, attendees traveled from surrounding states and as far away as Missouri to attend the Lancaster meeting. Ninety minutes of questions were fielded on alternative service employment issues alone.

Other Agency outreach activities were geared toward the wider dissemination of information about Selective Service's Alternative Service Program. In addition to a well-received Alternative Service Program brochure, a "fast fact" sheet on the ASEN was added to the Agency's Internet site. A "Frequently Asked Questions" fact sheet is currently under development.

Training

Under Agency reorganization, both the Alternative Service Division and its task of readiness training now fall under the Operation Directorate's Training Division. The reorganization was designed to emphasize current activities, while acknowledging the need to proceed with preparation for mobilization.

The readiness-training function serves nearly 11,000 local, district appeal, and national appeal board members nationwide. The function also provides training for all Agency Reserve Force Officers (RFOs) and state directors (SDs). In FY 2006, looming budgetary constraints compelled the Training Division to accelerate its efforts to streamline its training products and to introduce cost efficiencies into its operation.

For example, new local and district appeal board members are routinely provided Initial Board Member Training (IBMT). Phase I of IBMT consists of a Preliminary Readings booklet to introduce new board members to their duties in the event of a draft. Phase II, an eight-hour, group-study course, provides hands-on training on these duties through lecture, discussion, and videos, and incorporates role-play scenarios. In FY 2006, the IBMT handbook was redesigned and is expected to reduce the cost approximately 68.26 percent over the previous product. These cost savings will be realized in the FY 2007 training year.

In addition, a cost savings was designed into the initial eight-hour IBMT session. The newly streamlined IBMT will be a five-hour product and is expected to save on board member travel costs. The requirement for overnight accommodations and associated costs will be reduced with the introduction of a shorter training day.

In FY 2006, seasoned local and district appeal board members were provided group-study continuation training with audiovisual production provided free on a space-available basis by the Pentagon. The Pentagon incorporated script changes, contemporary music, in-house and outsourced talent, and a closed-captioning feature into the local board and district appeal board continuation training videos, for which Selective Service is extremely appreciative.

During FY 2006, Selective Service worked to strengthen readiness-training programs and materials for its SDs and RFOs. Standard readiness-training programs such as the New Officer/State Director (NO/SD) Program, taught new personnel their duties and responsibilities. Under Phase I of the NO/SD Program, new SDs and RFOs received self-study training packets in an electronic format. This material provided an overview of the Agency's mission, its readiness requirements for mobilization, and operational responsibilities.

Phase II of the NO/SD Program features a Professional Development Course (PDC) detailing SD and RFO mobilization responsibilities. Using multimedia presentations, the PDC incorporates the most likely mobilization scenarios faced by the Agency: a time-phased response or a health care personnel mobilization. RFOs completing the PDC take a certification exam to test their command of the training materials.

In FY 2006, the manuals used to teach the PDC were consolidated. Now only one manual is produced for trainers where previously two were required. The savings projected from this consolidation are expected to reach 23 percent per annum.

Potential weaknesses in RFO and SD training were identified in FY 2006 and steps taken to address the issues. This challenge to improve Agency policies and procedures was part of an internal effort to improve the RFO training program by beefing up certification requirements, introducing online training products and aids, and developing more hands-on, mobilization and scenario-based training. The work of the Readiness-Training Guidance Outline Revision Task Force continues.

Training and Readiness

While the RFOs in the field worked diligently with the regions to fill vacancies on Selective Service boards, they also conducted training sessions for new officers, state directors, and board members, on top of their monthly drill training in activation procedures. RFOs completed a number of training scenarios to sustain proficiency during their drills. These scenarios involved multiple tasks associated with activating and operating the state headquarters and area offices under time-phased response mobilization and the health care personnel delivery system.

Region I RFOs held 23 Initial Board Member Training (IBMT) sessions, training 178 new board members. Officers also provided continuation training (CT) to 1,423 board members, adding to their existing knowledge with shorter refresher courses. In addition, Region I conducted two New Officer / State Director (NO/SD) training sessions and professional development courses this fiscal year, training 28 new officers and one new state director.

Region II RFOs trained 182 new board members during IBMT, and 1,389 during CT for those board members who already had attended IBMT. Sixteen RFOs and two civilian employees completed the four-day NO/SD Phase II training in April 2006. Region II completed a series of readiness workshops from March through June. These workshops were designed to involve every assigned Region II RFO and SD in an intensive program to review and update the current readiness plans in field activation, focusing discussion and feedback on improving agency functionality in a constrained budget environment, and hands-on practice of essential skills during a mini-readiness exercise. Carefully planned to take advantage of available facilities at military installations, these highly successful workshops were completed with minimum impact on the Agency's budget.

Region III trained 56 new local board members. Ten IBMT sessions were taught, most of which were conducted at low- to no-cost facilities. Region III offered CT to all eligible board members and 1,528 were trained during FY 2006. In addition to IBMT and CT sessions, Region III and RFO team conducted NO/SD training and the professional development course for 18 new officers and one new SD.

Planning

During the reorganization in FY 2006, the Planning Division was established to provide planning and policy for the Agency. The division is required to maintain and update the Agency's Readiness Plan. Under the Readiness Plan there are two mobilization scenarios in which the Selective Service System could operate during a return to conscription: the time-phased response mobilization or the health care personnel delivery system.

Responsibilities not only encompass the mobilization process of reclassifying registrants during a return to conscription and settling claims by men seeking postponements, exemptions, or deferments from military service, but also the Agency's Board Program during both pre- and post-mobilization operations.

It is also responsible for maintaining and managing the Agency's Continuity of Operations Plan, working in concert with the Federal Emergency Management Agency under the U.S. Department of Homeland Security, and monitoring and maintaining the Agency's Security Program, covering personnel security, maintenance of classified materials, and security information.

Previously, the former Reclassify Division maintained all military manpower and personnel functions for the Agency. Under the FY 2006 reorganization to better posture the Agency for more streamlined functions, the military manpower and personnel mission was transferred to the Support Services Directorate, placing all personnel functions and issues in one location.

Planning and Policy

In FY 2006, the Planning Division began updating the Agency's Readiness Plan. Its overview was finalized and signed in September of 2006, and provides information and guidance for activation of the Selective Service System upon mobilization when directed by Congress and the president. The plan includes guidance for region headquarters, state headquarters, area/alternative service offices, and local, district appeal, and national appeal boards. It is the foundation for all supporting field plans; and will streamline current processes to utilize automation/technology to the fullest extent. Each module in the Readiness Plan will include the development of standard operating procedures (SOPs) for every mobilization function, providing step-by-step instructions on what and how to do every facet required in a mobilization using the best business practices.

The first SOP was developed and finalized in September 2006, on call and deliver procedures, which are the first and foremost processes in a mobilization. Personnel are continuing to develop other SOPs, such as reclassify procedures (defining the

process to settle claims by men seeking postponements, exemptions, or deferments from military service); financial management procedures (providing guidance on financial management operations during a mobilization); alternative service procedures (providing a program of alternative service for conscientious objectors opposed to all war); lottery procedures (providing guidance on conducting a public lottery to determine the order in which registrants [or conscriptees] are to be called); the mobilization organizational structure (providing guidelines for the organizational structure of the Selective Service System during a mobilization); personnel expansion (defining the Agency's procedures for expansion of personnel to field offices, and activation procedures for Reserve Force Officers assigned to the Selective Service System); location expansion (defining guidance and information on expansion of space, equipment, and service requirements); information technology (providing guidance on information technology requirements); and public and intergovernmental affairs (providing guidance for timely dissemination of information to the media and the public).

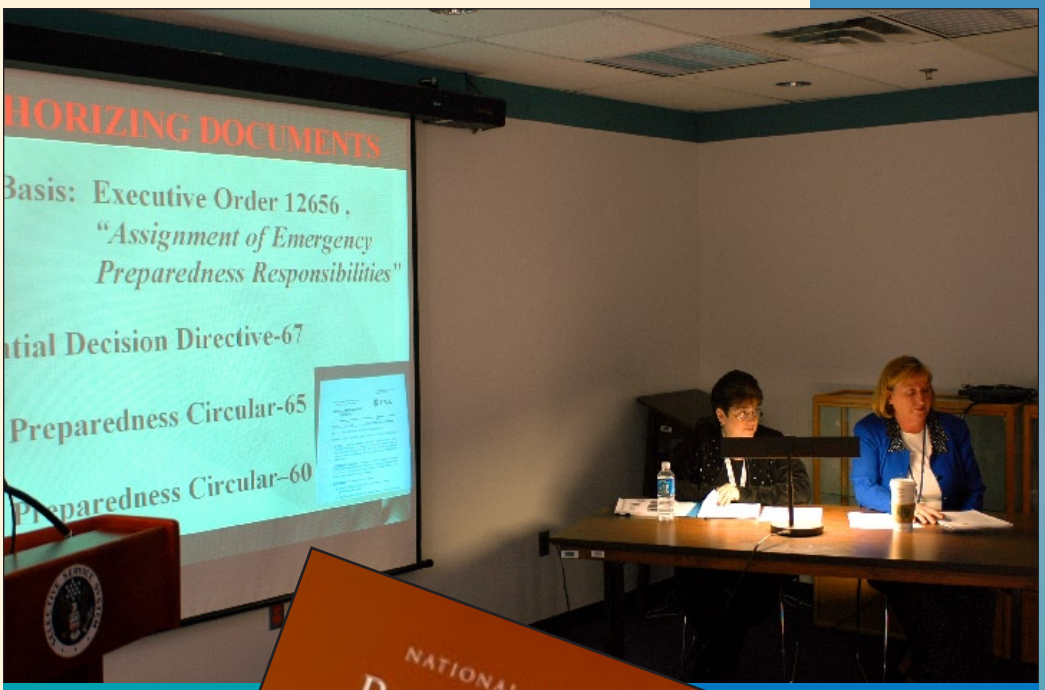
The Readiness Plan and its components for the Agency, the region headquarters, the state headquarters, and the area/alternative service offices will be reviewed annually and updated accordingly, capturing best business practices, as well as innovations in technology, and to ensure superior progress can be attained during a mobilization.

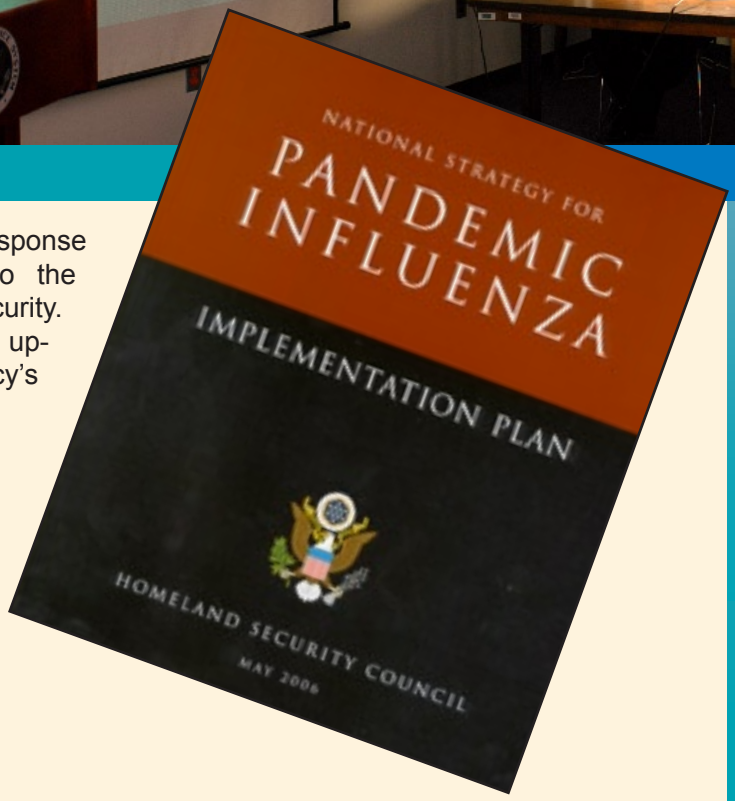
Board Program

The largest component of the Agency's workforce consists of approximately 11,000 men and women who serve as local, district, and national appeal board members. The men and women serving on these boards are citizen volunteers and are uncompensated for their time and efforts. They are nominated by state governors or equivalent officials, appointed by the director of the Selective Service System on behalf of the U.S. president, and trained by the Selective Service System on their duties and responsibilities deciding claims filed by registrants seeking postponements, exemptions, and deferments in accordance with national policies and procedures. Annually, the directive and headquarters order providing policy and guidance for the Standardized Board Member Program are updated to capture best business improvement practices.

Continuity of Operations/Security

In the latter part of FY 2006, personnel began the total rewrite of the Agency's Continuity of Operations Plan (COOP), structured for a telework environment, to improve the Agency's ability to continue to perform its mission during any COOP event, and to include guidance for a pandemic influenza event. The Federal Emergency Management Agency (FEMA) requirement to have a relocation site for a COOP event has been removed. A telework environment will suffice and is encouraged by the Department of Homeland Security, especially in a pandemic influenza event to protect the health and safety of employees during a pandemic outbreak. All Agency personnel received the required annual COOP training as mandated by the COOP. The Agency successfully participated in four FEMA communication exercises in FY 2006. Portions of the Agency's alert roster were also tested during FY 2006.





The Agency created and submitted its Strategy and Response Plan for Pandemic Influenza to the Department of Homeland Security. Work continues to keep the plan up-to-date and to post it on the Agency's internal Web site.

Field Activities

The Agency's ability to perform its primary mission to mobilize successfully in a future national emergency requiring a draft is linked to its hundreds of part-time employees and thousands of volunteers throughout the country and U.S. territories. That link is maintained by the Agency's three region headquarters in North Chicago, IL; Smyrna, GA; and Denver, CO. The three regions fall under the leadership of the Chief of Staff. The regions are responsible for maintaining Selective Service's readiness at the grassroots level. They also oversee the activities of the Agency's 56 state directors and one deputy state director, and conduct training for the Reserve Force Officers, area office augmentees, and local and district appeal board members. The regions directly support the Agency's goal of increasing registration compliance through local registration awareness programs.

Before the close of the fiscal year, the three regions hosted roundtables for Selective Service state directors to meet with national and regional leadership to discuss their tasks and responsibilities in support of the Selective Service System and its overall mission to mobilize in the event of a congressional and presidential call for conscription. The purpose of the roundtables was to issue guidance from the Director of Selective Service and national headquarters staff on the Agency's direction. It was a unique setting allowing for successful exchange of valuable information between national headquarters and the field leadership.

The Future

This small and compact organization stands ready to satisfy all of its statutory obligations. It is prepared for, and capable of, delivering untrained manpower and trained health care personnel to the Department of Defense (DoD) according to DoD's time frames when directed by the president and the Congress. Further, the Agency is capable of managing an alternative service program in the civilian community for those men classified as conscientious objectors by its boards. To perform these perennial responsibilities, certain collateral activities are necessary and must be in place today. There needs to be ongoing current registration of men as they reach age 18, the identification of and contact with suspected non-registrants to ensure compliance with the law, the maintenance of an active database of registrants, and the implementation of modest public awareness endeavors to highlight the legal registration requirement.

Selective Service continues to perform as a major partner within the national security community, providing America with a cost-effective, proven backup mechanism to the U.S. Armed Forces. Reflecting upon a proud history of more than 66 years of service, today's Selective Service ensures that "We the People" remain prepared to live up to the Constitutional mandate "to provide for the common defence."

State Directors

As of September 30, 2006

Alabama	Sheldon E. Jeames
Alaska	Charles A. Smith
Arizona	Victor R. Schwanbeck
Arkansas	Richard Gassaway
California	Ronald H. Markarian
Deputy State Director for California	Benjamin T. Sutherlin
Colorado	Paul S. Baldwin
Connecticut	Nathan G. Agostinelli
Delaware	Richard C. Cecil
District of Columbia	Margaret G. Labat
Florida	Douglas R. Maddox, Sr.
Georgia	Roy J. Yelton
Guam	Lorenzo C. Aflague
Hawaii	Edward K. Nakano
Idaho	Michael D. Moser
Illinois	Richard E. Northern
Indiana	Stephen C. Hoffman
Iowa	Myron R. Linn
Kansas	Kenneth G. Fuson
Kentucky	Harold O. Loy
Louisiana	Everett J. Bonner
Maine	Averill L. Black
Northern Mariana Islands	Joseph C. Reyes
Maryland	Thomas C. Johnson
Massachusetts	John M. Bissonnette
Michigan	James A. Klynstra
Minnesota	John D. Fitzgerald, Jr.
Mississippi	Steven L. Melancon
Missouri	Donald L. Hiatte
Montana	Edward L. Hanson
Nebraska	Robert J. Foley
Nevada	Billy G. McCoy
New Hampshire	Robert E. Dastin
New Jersey	Frederick W. Klepp
New Mexico	Mucio Yslas, Jr.
New York State	Rosetta Y. Burke
New York City	Vincent J. Albanese
North Carolina	Donald L. Shaw
North Dakota	Lyndon S. Worden
Ohio	Michael A. Reynolds
Oklahoma	Owen M. Barnhill
Oregon	Lynn E. Ashcroft
Pennsylvania	John C. Williams
Puerto Rico	Walter Perales-Reyes
Rhode Island	Joseph N. Waller
South Carolina	Joe P. Johnson III
South Dakota	Byron I. Callies
Tennessee	Chris L. Gingles
Texas	Claude E. Hempel
Utah	Leland D. Ford
Vermont	David C. Pinkham
Virgin Islands	Warrington O. Tyson, Sr.
Virginia	Manuel R. Flores
Washington	Verne M. Pierson
West Virginia	Jack E. Yeager
Wisconsin	John C. Cumicek
Wyoming	Henry W. Buseck

Registrants by State

Draft Eligible Registrants as of September 30, 2006

	Born 1981 – 1986	Born 1987 – 1988	Born 1981 – 1988
Alabama	163,548	76,491	240,039
Alaska	27,976	13,780	41,756
Arizona	187,261	104,873	292,134
Arkansas	113,368	51,674	165,042
California	1,151,713	505,693	1,657,406
Colorado	167,269	92,075	259,344
Connecticut	104,120	49,890	154,010
Delaware	30,821	16,708	47,529
Florida	633,048	350,517	983,565
Georgia	309,714	174,643	484,357
Hawaii	43,579	17,188	60,767
Idaho	57,227	29,779	87,006
Illinois	469,897	213,250	683,147
Indiana	214,371	99,325	313,696
Iowa	113,070	55,652	168,722
Kansas	109,052	56,537	165,589
Kentucky	138,700	65,229	203,929
Louisiana	178,911	90,568	269,479
Maine	44,878	21,435	66,313
Maryland	170,207	81,693	251,900
Massachusetts	189,542	88,076	277,618
Michigan	342,487	162,411	504,898
Minnesota	192,211	95,387	287,598
Mississippi	102,033	44,964	146,997
Missouri	201,141	97,522	298,663
Montana	35,833	16,141	51,974
Nebraska	65,902	30,923	96,825
Nevada	60,267	28,863	89,130
New Hampshire	45,208	23,111	68,319
New Jersey	263,551	126,235	389,786
New Mexico	78,782	35,121	113,903
New York	647,369	293,949	941,318
North Carolina	304,859	157,134	461,993
North Dakota	25,973	12,077	38,050
Ohio	427,322	208,684	636,006
Oklahoma	136,241	65,793	202,034
Oregon	119,563	52,469	172,032
Pennsylvania	385,034	180,240	565,274
Rhode Island	37,659	18,795	56,454
South Carolina	137,234	68,412	205,646
South Dakota	32,845	15,179	48,024
Tennessee	206,236	98,709	304,945
Texas	790,518	366,642	1,157,160
Utah	119,117	57,268	176,385
Vermont	21,351	10,508	31,859
Virginia	249,497	138,311	387,808
Washington	210,757	94,435	305,192
West Virginia	60,610	27,898	88,508
Wisconsin	207,571	95,817	303,388
Wyoming	20,844	9,407	30,251
Washington, DC	12,774	4,193	16,967
Northern Mariana Islands	5,169	2,489	7,658
Virgin Islands	4,115	1,480	5,595
Puerto Rico	131,187	54,547	185,734
Guam	6,088	2,527	8,615
Foreign	20,393	7,467	27,860
TOTAL	**10,326,013**	**4,960,184**	**15,286,197**

Selective Service System

Selective Service System
1515 Wilson Boulevard
Arlington, VA 22209