

**FISCAL YEAR 2008**



**ANNUAL REPORT  
TO THE CONGRESS OF  
THE UNITED STATES**

**FROM THE DIRECTOR OF THE SELECTIVE SERVICE SYSTEM**



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At the End of Fiscal Year 2008

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# A Message from the Director

## *Still Serving in the 21<sup>st</sup> Century*

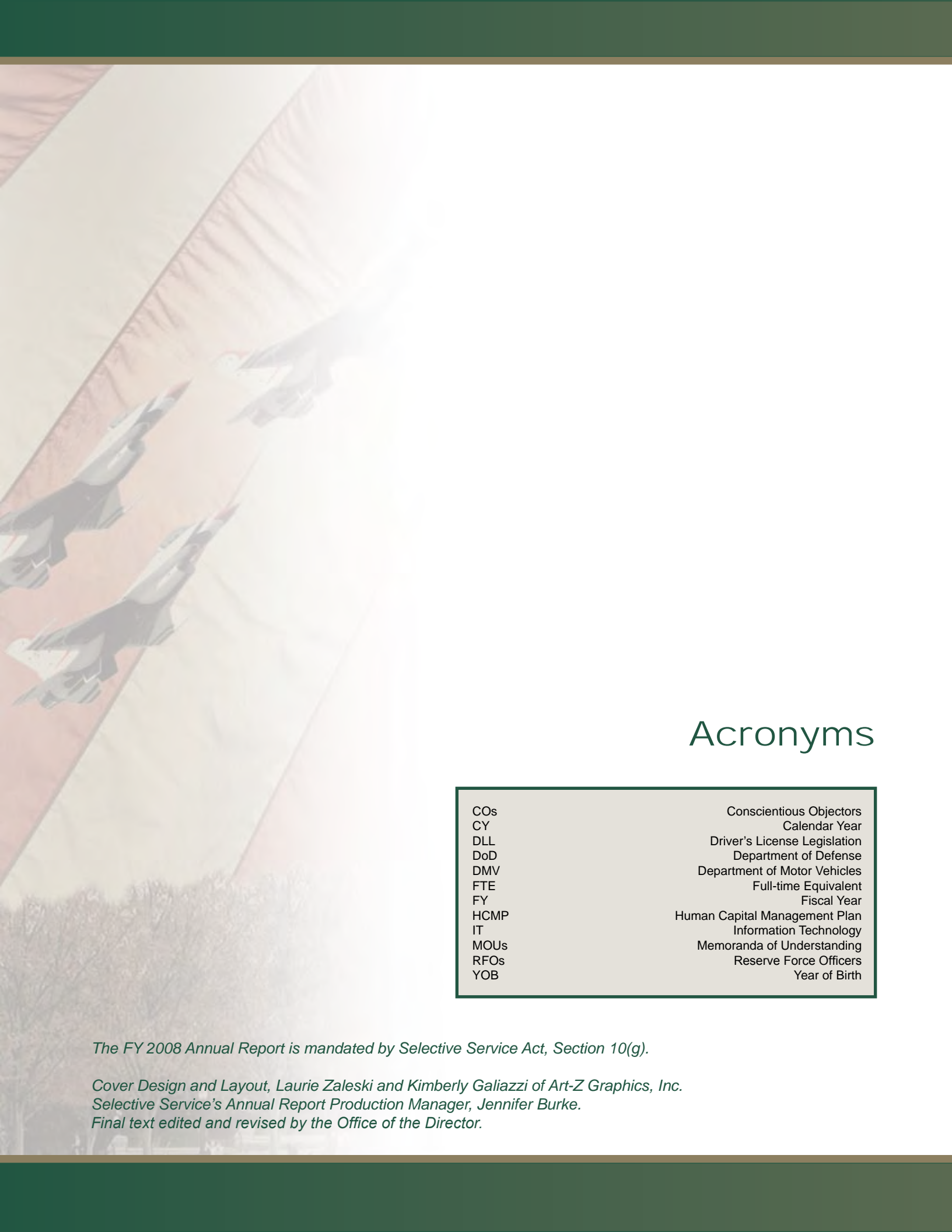
Operating the Selective Service System during Fiscal Year 2008 has been challenging with a near static budget, continually increasing registration verification responsibilities, and the need for increased electronic security for the 150 million registrant records maintained. Since a military draft has not been required in almost 35 years and its employment in the near term is not anticipated, the Administration and Congress desire to refocus ever more keenly on the registration of young men with concomitant reductions in operational readiness. In keeping with guidance from the Office of Management and Budget, endorsed by the National Security Council and the Department of Defense, the Selective Service System has refocused efforts on the registration process and reduced its preparedness capability to quickly reinstate a national draft.



This report summarizes the work of a small federal agency that does a big job for the United States. With minimal cost, its full-time civilian employees, part-time state directors and National Guard and Reserve officers, and thousands of unpaid civilian volunteer board members scattered across our Nation, strive to assure for America a fair and equitable draft in the future. In sum, today's Selective Service continues to serve as the founders of the all-volunteer military envisioned . . . as America's defense manpower hedge in a still dangerous and uncertain world.

I am pleased and honored to lead America's Selective Service System, an independent agency, dedicated to efficient and effective service to the Nation and fair play in all of its programs. The leadership of our Nation, together with the public it represents, supports this service organization, which is tailored to satisfy the planned needs of our primary client, the Department of Defense. This support 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. Selective Service is "Still Serving in the 21st Century."

*William A. Chatfield*  
William A. Chatfield



## Acronyms

COs	Conscientious Objectors
CY	Calendar Year
DLL	Driver's License Legislation
DoD	Department of Defense
DMV	Department of Motor Vehicles
FTE	Full-time Equivalent
FY	Fiscal Year
HCMP	Human Capital Management Plan
IT	Information Technology
MOUs	Memoranda of Understanding
RFOs	Reserve Force Officers
YOB	Year of Birth

*The FY 2008 Annual Report is mandated by Selective Service Act, Section 10(g).*

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# Structure and Purpose

The Selective Service System is a small civilian, independent federal agency under the executive branch 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 (DoD); 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 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 (COs) by a Selective Service board.

Currently, the Agency is minimally staffed and is dependent upon part-time personnel and volunteers across the country in order to conduct a draft that would be timely, fair, and equitable in a future national crisis. Part of the Agency's readiness to conduct a draft involves the registration program that requires virtually all men in the U.S. to register with Selective Service within 30 days of reaching age 18. The current registration program for men born on or after January 1, 1960, in effect since July 1980, 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. citizenship 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.

The Selective Service System's physical structure includes the National Headquarters in Arlington, VA; the Data Management Center in North Chicago, IL; and three regional headquarters located in North Chicago, IL, Smyrna, GA, and Denver, CO, 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 the southeastern and south central states, as well as Puerto Rico and the U.S. Virgin Islands. Region III spans the rest of the Midwest, western states, including Alaska, Hawaii, Guam, and the Northern Mariana Islands.



# Current Activities

Selective Service has a two-part mission. The first part is to be ready to mobilize, which includes providing manpower to the armed forces, in the event of a congressional and presidential call for conscription. This part constitutes the majority of the Agency's current daily operations.

The second part of the mission is to run an alternative service program for those classified as COs during a draft. This program would begin once a draft is underway and falls under the operations section of this report.

Selective Service spends the bulk of its time on the day-to-day business of its current operations: securing registrations of men 18 through 25, conducting public awareness and outreach coordination, collecting personal information (full complete name, gender at birth, date of birth, social security number, and mailing

address), responding to public inquiries, and staffing the Agency with the personnel to satisfy its two-part mission.



## Budget and Finance

### The FY 2008 Budget

When Congress took office in January 2007, the House and Senate Appropriation Committees were each designated 12 subcommittees. Selective Service System was then placed under the subcommittee, Financial Services and General Government, for both the House and Senate.

The House passed the Continuing Resolution (H.J. Res. 52) on September 26, 2007, the Senate passed it on September 27, 2007, and the President signed it on September 29, 2007. Selective Service began FY 2008 under this Continuing Resolution, pending Congressional passage of all appropriations bills. Selective Service anticipated \$22 million for FY 2008. This was the amount that the House passed on June 28, 2007, and the Senate Subcommittee passed on September 12, 2007.

## Anticipated FY 2009 Budget

On September 30, 2008, President George W. Bush signed into law H.R. 2638, the "Consolidated Security, Disaster Assistance, and Continuing Appropriations Act, 2009," which provided FY 2009 appropriations to continue operations of the Federal Government through March 6, 2009.

At the time of this report's release, Selective Service assumes it will have, again, an annual budget of \$22 million for FY 2009, but awaits further guidance for funding based on the new Administration.

### Selective Service System FY 2007 & FY 2008: Obligation of Funds

<u>FUNCTION</u>	<u>FY 2007 AMOUNT</u>	<u>FY 2008 AMOUNT</u>
Personnel Compensation, including Reserve Force Officers (RFOs) .....	\$ 12,762,043	\$ 12,389,159
Personnel Benefits .....	2,945,084	2,984,846
Travel and Transportation of Personnel .....	358,465	200,837
Office, Equipment, Miscellaneous Rentals, Utilities, and Courier Services .....	2,040,744	1,276,553
Communication Services .....	389,572	131,539
Printing and Reproduction .....	760,686	757,083
Other Services .....	2,389,544	1,650,213
Supplies and Materials .....	245,834	160,785
Postage and USPS .....	1,394,896	1,217,241
Furniture and Fixtures, Software, Telecommunications, ADP, and Office Equipment, and Books .....	756,854	490,420
EEO Services and Investigations .....	130,270	174,500
Military Entrance Processing Command (MEPCOM) - Payments .....	529,252	550,000
<b>TOTAL FOR ALL FUNDS.....</b>	<b>\$ 24,703,244*</b>	<b>\$ 21,983,176*</b>

\* Total does not include DoD reimbursement and the balance available for unknown obligations.



# Registration

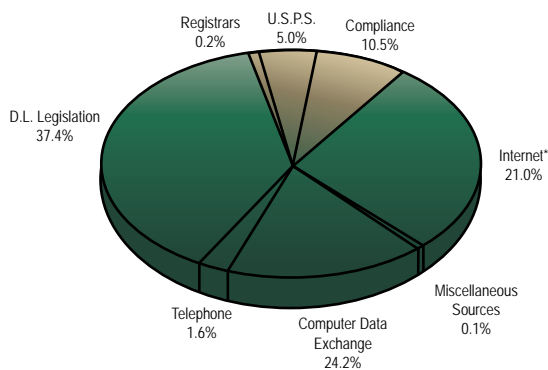
Registration is a critical component of the Selective Service mission to augment manpower to the DoD in the event of a national emergency. If a draft becomes necessary, the public must see that it is fair and equitable, and that all men are treated equally. For that to happen, the maximum number of eligible men must be registered. While Selective Service seeks a 100-percent compliance rate, it has curtailed and terminated programs that, in the past, have increased registration compliance across the United States and its territories to support housekeeping functions. Nevertheless, by registering, men comply with the federal law and remain eligible for student financial aid, job training, government employment, and security clearance. Immigrant men also protect their eligibility for U.S. citizenship.

To be consistent with past annual reports to Congress, this report will reference calendar year when comparing and talking about registration compliance rates and

For CY 2007, the Selective Service national overall registration compliance rate was 91 percent for men ages 18 through 25 who were required to be registered. This figure is down two percent from CY 2006 at 93 percent. For the 18 year-of-birth (YOB)



**Registration Sources  
FY 2008**



\* About 2 pct. of Internet registrations could not register online, and mailed a registration form.

compliance statistics. To capture data of men 18 through 25, Selective Service considers the data collected for an entire calendar year, for birthdays January 1 through December 31. All other registration comparisons will be discussed in fiscal year, to run parallel with the appropriation funding year.

group, the compliance rate was 68 percent, down eight percent from CY 2006; the 19 YOB group was 91 percent, up one percent from CY 2006; and the 20 to 25 YOB group, the draft-eligible groups, were 95 percent, down one percent from CY 2006.

Primary factors contributing to registration compliance were: (1) the enactment and implementation in states and territories of driver's license legislation (DLL) encouraging registration with Selective Service to obtain a driver's license, permit, or an identification card; (2) use of online registration through Selective Service's Web site, [www.sss.gov](http://www.sss.gov); (3) emphasis on soliciting volunteer Selective Service high school registrars; (4) 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) liaison with U.S. Postal Service offices – the only universal source of availability of Selective Service registration forms; and, (6) a reduced number of focused, cost-effective registration awareness initiatives and outreach efforts to educational and community leaders and groups.

## U.S. Postal Service Mail-Back Program

As of September 2008, the Agency received and processed over 106,000 Selective Service registration forms through the U.S. Postal Service Mail-Back



Program. This vital program allows many young men who do not have access to the Internet, who do not have a driver's license, or who do not yet have a social security number to register with Selective Service at any U.S. Post Office. This program affords young men in locales throughout the Nation the opportunity to fulfill their Selective Service registration requirement and a choice to register through the post office.

The registration and change of information forms meet the latest Office of Management and Budget and Social Security Administration's privacy/identity theft requirements.

### Steps to Registration Compliance

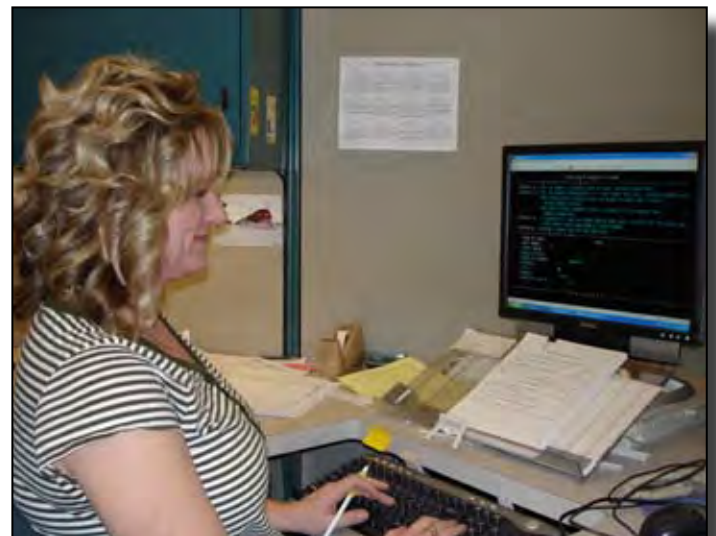
To assist in obtaining registration compliance, young men may register online through the Internet, or complete and return a Selective Service registration form, or if the form was sent directly by Selective Service, the man may register by telephone.

In addition, names of registration-age men are obtained from Departments of Motor Vehicles (DMV) and the U.S. Department of Education. State DMV data are obtained from almost every state and territory of the United States that does not have mandatory DLL supporting the Selective Service registration requirement. Other sources of data used in the compliance program are the U.S. Postal Service, high schools, the Departments of Defense and Transportation, and the Office of Personnel Management.

To improve registration awareness and compliance rates, the agency continued direct mailings – although fewer – targeted to potential registrants in locales with large populations and estimated low registration compliance.

### 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. Since it was established in September 1981, the Center has processed over 62 million registrations, made 31 million file changes to these records, printed and mailed 189 million letters and cards, and answered nearly 22 million telephone calls, in addition to other requirements associated with peacetime registration programs.



In FY 2008, the Center processed nearly 2.3 million registrations and over 757,000 updates to registrant files, verified the registration status of over 2.9 million men through the Internet Web site, manually researched and edited over 300,000 responses to compliance correspondence, processed nearly 1.1 million telephone inquiries, and produced and mailed nearly 4 million pieces of computer-generated correspondence to acknowledge or promote registration. Such work was accomplished by a seasoned workforce of less than 50 employees, maximizing the use of improved technology.

Most telephone inquiries were from men applying for federal and state entitlement programs that required proof of registration. Eighty-five percent of calls to the Data Management Center were processed by an interactive voice response system. The remaining 15 percent of the calls were more complex and were handled by a small group of agents. In addition to answering telephone calls, the Center also processes most paper inquiries to the Agency.

The rising 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 birthdays. These men may be denied federal student financial aid, federal employment opportunities, and job training because they failed to register. The Center prepared and mailed about 50,000 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.

Even with 84 percent of its FY 2008 registration workload being processed through automation, the Center's small data entry staff is still required to input nearly 900,000 transactions each year, including manual registrations, registrant file updates, compliance additions and updates, post office returns, and miscellaneous forms. The quality of this manual work is impeccable with a 99.98 percent accuracy rate, directly attributing to an over-98-percent deliverability rate for mailings to registrants in the prime year group for draft eligibility, the 20 YOB group. Thus, the personal, hands-on customer service provided by the Agency's small staff at the Data Management Center remains a vital part of the Selective Service

System despite the shift towards more electronic transactions.

Through the end of FY 2008, the Data Management Center had registration processing systems in place for 33 states, 3 territories, and the District of Columbia, that implemented DLL, as well as systems for processing registrations for Alaska Permanent Fund and Georgia Student Finance Commission applicants.

### *Increasing Registration Compliance:* **The Driver's License Initiative**

Since the objective of the Selective Service registration program is to have a fair and equitable return to conscription when the need arises, it is necessary to develop initiatives to increase registration compliance.



## Electronic Registration

The most important initiative during the past few 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 program. 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 2008, 36 states (Alabama, Arizona, Arkansas, Colorado, Delaware, Florida, Georgia, Hawaii, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Maryland, Michigan, 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, Northern Mariana Islands, and Virgin Islands), plus the District of Columbia, had enacted DLL linked to the registration requirement. As a result, over 864,114 men were registered in CY 2007 through DLL. [Note, CY 2008 data is not available until March 2009.]

Cost-effective programs continued to be employed and expanded, as far as funding permitted, to help young men register more quickly and easily. Over the past years, a larger portion of the registration process has become automated because of DLL, Internet registration, tape-matching programs, and a telephone option. Eighty-four percent of registrations were



received electronically during FY 2008, compared to 83 percent in FY 2007. Registrants are encouraged to register electronically since it is a more cost-effective and accurate method of registering than paper/card registrations, which have to be processed manually.

With the cooperation of U.S. Citizenship and Immigration Services, immigrant men, ages 18 through 25, 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. In FY 2008, nearly 63,000 men were automatically registered through this interagency agreement, which is comparable to previous years' statistics.

In FY 2008, electronic sources of registrations included Internet (473,000), Department of Education (445,000), Telephonic (37,000), DoD (28,000), Department of Labor (18,000), and Alaska Permanent Fund (1,000).



Although the states that have enacted this type of legislation comprise nearly 67 percent of the Nation's registrant population potential for 18 year olds and 73 percent for draft eligible year of birth groups (20 to 25 year olds), it is not enough. Selective Service's goal is to achieve 100-percent DLL coverage in all states and territories.

For FY 2009, the primary emphasis on improving the overall registration compliance rate continues to be assisting states in their efforts to enact DLL linked to Selective Service registration. As each state or territory goes online, the Agency will be better able to reallocate resources elsewhere to compensate for a static budget.

## 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 also encourages early submission of registration information. This program allows 17-year-old men to submit registration information “early” through the Internet ([www.sss.gov](http://www.sss.gov)), 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.

### *Increasing Registration Awareness:* **Registrar Programs**

Eighty-six percent or 17,903 of the Nation’s 20,735 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 young men could experience if their registration obligation is not fulfilled at the time they turn 18 years old. The program also provides a convenient location for young men to register. Increased use of online registration reduced the workload on these high school registrars. Selective Service board members and staff participated in the “Adopt-a-High School” Program to encourage schools to appoint registrars and emphasize online registration.

The Agency continued to obtain 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 an increase in 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 fails to 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 possible investigation and prosecution for his failure to register, as required by the Military Selective Service Act. During FY 2008, 138,956 names and addresses of suspected violators were provided to the DoJ, a decrease of 13% from FY 2007.



# Public Awareness and Outreach

While performing the spokesperson function for the Agency, the Public and Intergovernmental Affairs Directorate handles the preponderance of Selective Service's communication with the general public, schools, professional associations, government entities, Congress, and the 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 public and its elected representatives; negotiates agency positions with state and federal governmental bodies; and pursues an outreach network with social services and organizations that work with registration-age men.

## Legislative Affairs

By the end of FY 2008, there were several bills addressing Selective Service before the U.S. Congress, including a bill to fund agency operations, a bill amending the regulations on federal employment, and three other bills still in the appropriate committees of jurisdiction since 2007.



1. S. 3260, Financial Services and General Government Appropriations Act, 2009 – making appropriations for general government, including the Selective Service System, for the fiscal year ending September 30, 2009. The original bill was introduced on June 17, 2008, by Rep. José Serrano (D-NY), chairman of the House Appropriations Subcommittee on Financial Services and General Government. The bill was passed by the full House Appropriations Committee on June 25, 2008, and the full Senate Appropriations Committee on July 10, 2008. S. 3260 was placed on the Senate Legislative Calendar on July 14, 2008. (NOTE: No final action was taken on the bill before Congress adjourned. Instead, S. 3260 and other appropriations bills were included in the Omnibus H.R. 2638, the Consolidated Security, Disaster Assistance, and Continuing Appropriations Act, 2009, a continuing resolution funding government operations until March 6, 2009. That measure passed the House on September 24, 2008, and the Senate on September 27, 2008. On September 30, 2008, it was signed into law as P.L. 110-329.)
2. H.R. 4108, to amend section 3328 of title 5, U.S. Code, relating to Selective Service legislation, was introduced November 7, 2007, by Rep. George Miller (D-CA). The measure would amend Office of Personnel Management regulations regarding failure to register with Selective Service in the cases of (1) an applicant for federal employment who was discharged or released from active duty in the armed forces under honorable conditions; and (2) the appointment or continued employment of an individual who has reached 31 years of age. The measure passed the House on December 11, 2007, received in the Senate the next day, and referred to the Homeland Security and Governmental Affairs Subcommittee on Oversight of Government Management, the Federal Workforce, and the District of Columbia.
3. H.R. 1921, the Religious Freedom Peace Tax Fund Act, would affirm the religious freedom of taxpayers who are conscientiously opposed to participation in war, to provide that their tax payments be used for nonmilitary purposes, to create the Religious Freedom Peace Tax Fund to receive such payments, and to improve revenue collection. The measure was introduced on April 18, 2007, by Rep. John Lewis (D-GA), and was referred to the House Committee on Ways and Means.
4. H.R. 393, to require all persons in the United States between the ages of 18 and 42 to perform national service, either military or civilian, was introduced on January 10, 2007, by Rep. Charles Rangel (D-NY), and referred to the House Committee on Ways and Means.
5. H.R. 424, to repeal the Military Selective Service Act (MSSA), was introduced by Rep. Ron Paul (R-TX) on January 11, 2007, and referred to the House of Armed Services Subcommittee on Military Personnel.

## *The Agency in the Public Eye*

### **Public Affairs**

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



During this fiscal year, the major topics outside the Selective Service System's purview, but which have a direct impact on the Agency's current operations, continued to be immigration; the ongoing war on terrorism with the sixth and seventh recalls of the Reserve Forces; the protection of personal information; and tightened adherence to security procedures for clearing contractors working for government, defense, or national and local security-related organizations; and a new emphasis on accountability in the presidential campaign. Additionally, with FY 2008 being an election year, more inquiries were made from the public and the media regarding registration status of presidential candidates and the draft in general.

Throughout the past year, Selective Service responded to an unprogrammed influx of inquiries, correspondence, and phone calls expressing concern

about reinstatement of a military draft. The Agency assured the public that there is no present need for a draft and one is not anticipated for the war on terrorism. This policy was stated publicly and often by President George W. Bush and Secretary of Defense Robert M. Gates. Consequently, Selective Service reduced its preparations and readiness to conduct a draft in accordance with guidance from the Administration and declining resources from the Congress.

Selective Service continues to spread its message to immigrant men and community-servicing organizations that all men ages 18 through 25 living in the United States must register, whether they are documented or undocumented aliens. Further, greater emphasis is placed on registering men who have yet to obtain a social security number. Selective Service continues to stress to these men and community groups that immigrant men ages 18 through 25 must be registered if they reside in the United States for more than 30 days and are not on a visa, particularly if they want to become U.S. citizens.

From October 1, 2007, to September 30, 2008, Selective Service's Public Affairs and Intergovernmental Directorate received and processed over 13,000 pieces of correspondences: 285 congressional inquiries, 45 White House referrals, 103 Freedom of Information Act requests, and 13,274 general public inquiries.

### **Record Requests for Men Born Before 1960**

As of June 1, 2007, the National Archives and Records Administration has ownership of Selective Service records for men born before 1960. This means anyone requesting a copy of the registration card and/or classification record of a man born before 1960 must now go directly to the National Archives.

### **News Media Coordination**

Numerous news outlets, both print and broadcast, contacted Selective Service for interviews or specific information.

## National Outreach & Public Awareness Initiatives

During FY 2008, Selective Service dealt with such newspapers as the Toledo *Blade*, Pittsburgh *Post-Gazette*, Syracuse (New York) *Eagle*, *Wall Street Journal*, Boston *Globe*, Dallas *News*, Washington *Post*, New York *Times*, and El Paso *Times*. Student journalists from the University of Miami (Florida), University of Colorado, and Texas A&M also interviewed public affairs staff. Other print outlets granted interviews were *Federal Human Resources Weekly*, *¿Que Pasa?* magazine, and the wire service Associated Press.

Broadcast outlets included radio station WMAL, Clear Channel station KTRH, and a talk show in Indiana.



Selective Service National Headquarters staff, with the support of dedicated state directors, board members, RFOs, and field personnel, focused on maximizing cost-effectiveness using outreach initiatives promoting public awareness of the registration requirement. However, this was the second year in recent history where budget constraints limited some of the traditional, time-proven vehicles for message delivery. Radio public service announcements and high school kits, and the national air shows, focus group studies and outreach coordination were implemented on a reduced level. The exhibits program was implemented on a reduced basis and the exhibits program, targeting educators and multi-ethnic associations, was eliminated in FY 2008.

## Air Shows



Selective Service completed its third season of using the air show platform to convey the Agency's messages. This initiative reflects the Agency's vision to present Selective Service as a more service-centered agency in a community venue rated the second most attended spectator event in America, while highlighting authentic American heroes and promoting patriotic and public service themes across multiple generations.

A 10-foot x 10-foot exhibit booth gave Selective Service the opportunity to talk with tens of thousands of influencers in a friendly environment, as well as to register as many eligible young men as possible and engage in a dialogue with media about the Agency's mission.

Seven air show locations visited include the following:

- Battle Creek, MI
- Jones Beach, NY
- Las Vegas, NV
- Salinas, CA
- San Diego, CA
- South central, NJ
- Washington, DC



## Exhibit Program

The exhibits program, which had been ongoing for several years, was eliminated for FY 2008 due to lack of funding.

## Focus Group and Outreach Initiatives

As they have in the past several years, Selective Service staffers traveled to different cities in areas of lower registration compliance to interview young men about their awareness, attitudes, and preferences for



public service advertising materials. The primary target markets were men ages 16 through 25, and included immigrant men. Age 16 is the age that community service organizations and educators state is the age before young men begin to drop out of school.

Different publicity materials and radio spots, designed to reach different audiences and to create better youth and influencer awareness, were tested on these focus groups. The best selections were then incorporated into the following year's high school kits and publicity packages as part of the registration awareness initiatives.

Selective Service combined focus groups with outreach meetings in three cities in FY 2008. These meetings were held with public officials, associations, youth centers and community collations, and other influencers. Those cities were Los Angeles, CA, where 22 meetings were held; Philadelphia, PA, where 28 meetings were held; and New York, NY, where 29 meetings were held.

## Radio Public Service Messages

Selective Service redistributed its radio package, "Something Every Young Man Needs to Know," a compilation of 19 radio-spot public service announcements in English and Spanish along with announcer-read scripts for live radio public service announcements. Included in the radio package were announcements by actor Gunnery Sergeant R. Lee Ermey (Ret.), USMC, and singer Victoria Robertson. Both of these entertainers had donated their time and talent in 2007, for which Selective Service is very appreciative.

Distributions were sent to 5,000 radio stations in January 2008, and 7,000 in July 2008. The value of donated air time was not computed this year due to lack of funding for tracking these announcements.

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

## High School Publicity Kit

High school publicity kit materials were distributed to 36,000 high school addressees in November 2008. [Although there are nearly 21 thousand high schools in the U.S., some high schools have more than one registrar; thus, more than one high school kit was sent to those schools.] The publicity kits were sent to uncompensated Selective Service high school registrars and to principals for those schools not having a Selective Service high school registrar. In his cover letter, Selective Service Director William Chatfield called upon high school educators and influencers to help create greater Selective Service registration awareness.

The kit included a collection of posters, newspaper ad slicks, and public address announcements with an important registration message for high school men.

Selective Service high school registrars and guidance counselors were encouraged to remind young men about their civic responsibilities to register and the importance of complying with the federal law, as well as to facilitate their registrations online, wherever possible, at [www.sss.gov](http://www.sss.gov).

## Outreach Initiatives at the Local Level

Local outreach efforts to increase registration awareness, and in turn registration compliance, included Selective Service regional headquarters staff and Reserve Force Officers. These individuals provided registration information to young men and/or their influencers at local high schools, local service organizations that reach registration-age men, including rotary clubs, VFW posts, a wide variety of association meetings, local businesses, and job fairs.

Selective Service officials also took advantage of several media opportunities, including Univision (a Spanish-language television network in the United States), 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. Additionally, uncompensated Selective Service board members and state resource volunteers took part in the Adopt-a-Post-Office Program to make sure U.S. Post Offices have supplies of current registration materials and understand the current Selective Service registration procedures.

## Information Technology

Fiscal Year 2008 saw a number of improvements made to the Selective Service System's information technology (IT) infrastructure. Security threats continued to add to its existing daily workload. Selective Service is making every effort to ensure that its IT systems remain capable of fulfilling the Agency's mission should a return to conscription be ordered by Congress and the President.

One of the major projects for the fiscal year was to initiate the upgrade of the registration compliance verification system from the agency's legacy information system, which was created in the 1980s. At the end of the fiscal year, this project was still undergoing analysis and identification of requirements. On another platform, significant strides were made in documenting the embedded programming logic of the current COBOL system. Once this phase is completed, Selective Service will be able to identify the specific requirements needed to incorporate into the new registration compliance verification system.

At the end of the fiscal year, Selective Service had replaced all its employees' workstation computers, which had reached the end of their lifecycle. New workstation computers were set up and have a life expectancy of three years. These updated computers were installed to meet the computing power demands for the near future.

Selective Service continued to support its online public Web site registration and verification system at [www.sss.gov](http://www.sss.gov). The online registration/verification is operational seven days a week, except for weekly scheduled maintenance. A current registrant can verify his registration online, as can any university or government personnel trying to verify whether or not a man is registered with Selective Service and in compliance with federal law. This is a valuable public service provided to the registrant to ensure he receives the benefits tied to the registration requirement.

Another equally important focus during this fiscal year was compliance with the Federal Information Security Management Act. This initiative requires that the Agency adhere to established information security practices as defined by the National Institute of Standards and Technology. Selective Service goes through an annual audit and screening to determine its level of compliance. While there is still work to be



done to fully implement all the requirements, Selective Service has made substantial security improvements during FY 2008. This resulted in a better audit evaluation than the previous year.

Information security remained a primary focus of Selective Service's IT staff. During this fiscal year, numerous requirements were addressed to protect personally identifiable information and to promote information security. Another equally important focus during this fiscal year was to be in compliance with the Federal Information Security Management Act. This initiative requires that the agency adhere to established information security practices as defined by the National Institute of Standards and Technology.

## Human Resources and Logistics

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's authorization for full-time equivalents (FTEs) has decreased from 154 in FY 2006 to 136 in FY 2008, while still accomplishing its overall mission through investments in technology, employee training, and the development and implementation of a Human Capital Management Plan (HCMP). 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 up to 12 duty days throughout the year, although most of them devote considerably more time to Selective Service activities.

The Agency has developed its strategic HCMP, which includes the Workforce Plan and Accountability Plan, to meet the requirements 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 are also key objectives of the HCMP.

This plan provides the long-term guidance necessary to conduct effective day-to-day business and prepare



for a future draft. In either case, the Agency must ready itself 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. In the

event of a mobilization, the Agency will "plus up" initially by using the services of temporary contract workers, as well as special direct-hire authorities and current hiring authorities of the Office of Personnel Management. Agency human resources officials are motivated by the goals of improving employee

morale and the workplace 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 75 percent of all employees and improved online



work capabilities. Improvements in the performance appraisal and award systems continue, as part of the HCMP development project. The Agency analyzed and shared with employees the results of the annual human capital survey. This survey highlighted a continuing need for particular emphasis in the leadership and communications areas. Selective Service participated in the Office of Personnel Management-led human capital survey in FY 2008; the results have been received and were posted to the Agency's Internet site.

In conjunction with the President's Management Agenda, e-Government initiatives, the Agency's electronic questionnaires investigative processing (e-Qip) procedure is operational and has improved the

security clearance process by automating paperwork, enabling cross-Agency checks, and streamlining data management.

The online training site, GoLearn, has helped the Agency upgrade employee knowledge and skills required for various jobs, all while reducing the expense and time of formal classroom training. During FY 2008, the Agency was able to provide limited funding for its leadership training program and expanded the training opportunities to address "Women in Leadership." Selective Service continued to use its intranet Web site for publishing specific topic areas for retirement planning and leadership information.

Selective Service implemented the e-Verify process, in accordance with Homeland Security Presidential Directive 12 (HSPD-12). E-Verify helps employers maintain a legal workforce and protect jobs for authorized U.S. workers.

The Agency is working with the U.S. General Services Administration to complete the rollout of the HSPD-12 government identification card program in FY 2009.

In FY 2009, Selective Service will participate in the OPM-led initiative to automate official personnel records (e-OPF). This is a process will save time and postage, as well as provide better, quicker, and expanded access for employees to their records.

The Agency's first security manual is still being developed to provide coordinated policy and procedures for all security-related issues.

An improved emergency medical response program, including the first-ever automated external defibrillation program was implemented.

Another e-government initiative to be incorporated, as funding permits, is a more automated online time and attendance record keeping.

Each of these improvements is supportive of the President's Management Agenda and sound business practices.

## Field Activities

The Agency's ability to perform its primary mission, which is 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 located in North Chicago, IL; Smyrna, GA; and Denver, CO. 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 RFOs and local and district appeal board members. The regions directly support the Agency's goal of increasing registration compliance through local registration awareness programs.

Region I Headquarters, located in North Chicago, IL, has a staff of eight civilian employees and is supported by 18 state directors and 69 part-time Reservists. Region I, including 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: Connecticut, Delaware, Illinois, Indiana, Maine, Maryland, Massachusetts, Michigan, New Hampshire, New Jersey, New York, New York City, Ohio, Pennsylvania, Rhode Island, Vermont, Wisconsin, and the District of Columbia. It encompasses a diverse population that is well represented by more than 3,400 Selective Service local and district appeal board members, with additional board member appointments pending. Region I is authorized 3,620 board members, and, in this fiscal year, 248 new members were appointed to represent their communities. Region I had 45 board members who retired after the allotted 20 years of service on their respective boards.

Region II Headquarters is located in Smyrna, GA, just outside of Atlanta, with a staff of 11 civilian employees and the support of 15 state directors and 63 part-time Reservists. This region covers southeastern and south central portions of the United States, consisting of 13 states and two territories: Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Texas, Virginia, and West Virginia, as well as Puerto Rico and the U.S. Virgin Islands. Of the 3,585 board members

authorized, there are 3,188 local and district appeal board members currently serving, with additional board member appointments pending. Region II had 59 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, with its five civilian employees, 21 state directors, one deputy state director, and 69 part-time Reservists in the field. Region III includes the rest of the Midwest (not covered by Region I) and consists of 21 states and two territories: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Iowa, Kansas, Minnesota, Missouri, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, Oregon, South Dakota, Utah, Washington, and Wyoming, as well as Guam and the Northern Mariana Islands. Region III is authorized 3,470 board members, and at the end of the fiscal year 2,874 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.

The regions had a number of RFOs called to full-time active duty to support the global war on terrorism, including officers serving in Afghanistan and Iraq. In addition, each region has two RFOs currently serving as Casualty Assistance Officers.



# 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 COs by Selective Service local boards. Its delivery timeline is M+193 (One hundred and ninety three days after Selective Service has received authorization to mobilize). Selective Service's registration, training, and planning processes play vital roles in fulfilling its two-part mission.

## Planning, Reclassify, and Training

To allow for a more process-oriented distribution of operational functions, Selective Service combined its planning, reclassify, and training functions into one division under the Operations Directorate. The Planning, Reclassify, and Training Division is responsible for the mobilization process of reclassifying registrants during a return to conscription and settling claims by men seeking postponements, exemptions, or deferments from military service. This

division also manages the Agency's board member program during both pre- and post-mobilization operations.

The board member program consists of approximately 11,000 uncompensated, civilian volunteers who serve as local, district, and national appeal board members. Selective Service provides training for these volunteers on their duties and responsibilities adjudicating claims filed by registrants seeking postponements, exemptions, or deferments in accordance with national policies and procedures.

Since operational planning and policy-making originates within the Planning, Reclassify, and Training Division, the division staff re-tooled the Agency's strategic plan for FY 2009 – 2014. The



latest strategic plan emphasizes simplicity, flexibility, and efficiency, while crafting priorities that are both achievable and measurable.

The division staff continued to update the Agency's readiness plan based on its accompanying standard operation procedures developed in FY 2007, together with the Registrant Integrated Processing manual.

This division also maintains the Agency's continuity of operations plan and successfully participated in the Federal Emergency Management Agency's FY 2008 National Eagle Horizon exercise, which tested numerous emergency management communications.

## Readiness Training

Selective Service's training function was realigned this fiscal year from the Alternative Service Division into the Planning, Reclassify, and Training Division. Therefore, the training function now covers the mobilization readiness of the nearly 11,000 board members nationwide, as well as Agency RFOs and state directors. During this fiscal year, training efforts were primarily focused on converting the manual, face-to-face readiness training program into an electronic online training platform. Using new and existing technologies, Selective Service began expanding its library of computer- and web-based training courses. Selective Service is in the process of testing its continuing education training available on the Web, which will allow personnel access to training materials 24 hours a day, seven days a week.

New board members continued to be provided group study initial board member training, which introduced them to their duties as board members. However, a computer-based, online version of this training is being developed for testing in the regions. The electronic training is designed to encompass all the relevant points of the classroom version and includes video footage of a scripted board hearing so that participants can view proper board procedures and become better acquainted with the claims and adjudication process. This action was necessary due to reduced Agency funding and to continue to provide high-quality training, albeit in an alternative method, rather than the more costly face-to-face training.

Continuing educational training was provided in both group and self-guided study, as well as online, for board members. This year, the training focus was on CO classification and included a newly produced unscripted video using actual board members and COs supplied by a peace-church group. The video was produced by Audio-Visual Services at the Pentagon at no cost to the Agency. This video allowed for more realistic exchanges between board members and registrants.

The process of converting to electronic media also includes an ongoing effort to simultaneously update the Agency's hardcopy materials for those who do not have access to electronic training.



## Alternative Service

Agency outreach to historic peace churches and other CO constituency groups has become an increasingly important part of the mission of providing alternative service to those who may be qualified as COs. These groups have responded enthusiastically to improved communication with the Agency in recent years.

In FY 2008, Selective Service met with representatives of the Center on Conscience and War, the Mid-Atlantic Mennonite Fellowship, the Dunkard Brethren Church, and other historic peace church communities at its National Headquarters. A representative traveled to California to meet with a group of Molokan, a Russian émigré group of Anabaptists who settled outside of Los Angeles. This renewed a relationship that had gone untended for more than 30 years.

Other division outreach activities focused on developing a better understanding of CO issues and beliefs among the Agency's volunteer board members.

One successful initiative was to produce and disseminate for training purposes a video simulation in which actual Selective Service local and district appeal board members interviewed "registrants" claiming "1-O, Conscientious Objector (CO) to All Combatant and Noncombatant Military Training and Service." Unbeknownst to the board members, the young men pretending to be registrants were actually members of historic peace church congregations whose beliefs mirrored those of their member organizations. Thus, rather than view or interact with actors in scripted CO appearances before boards, our board members were able to use the skills they had developed to question the "registrants". Each of the three registrant scenarios was taped and provided to other boards around the country for training purposes. This exercise served a dual purpose. First, it provided a more realistic

training opportunity for Selective Service's board members. Second, and perhaps most importantly, it gave Selective Service an opportunity to show off the benefits of peacetime training. Several of the adults accompanying the young men portraying "registrants" had been processed as COs during the Vietnam era. They were impressed with the positive difference training had on board members conduct and competence. Thus, it was an invaluable benefit to the Agency to be able to reassure this important constituency that fairness, equity, and respect will rule board member and registrant interactions in any return to conscription.

Selective Service continues to press for the removal of roadblocks to gaining Memoranda of Understanding (MOUs) with the U.S. Public Health Service and the Corporation for National and Community Service. These MOUs would permit these federal organizations to hire Selective Service COs in any return to conscription. The signing of MOUs with Mennonite Voluntary Service, Christian Aid Ministries, Weaverland Disaster Services, and the Old Order Amish are still pending. Negotiations with Christian Aid Ministries and Mennonite Voluntary Services remain active and group representatives have traveled to National Headquarters on several occasions to discuss their proposal.





# The Future

With the close of CY 2008 and the forthcoming change in the national Administration, it is an opportune time to reevaluate the roles and functions of the Selective Service System within the national preparedness community. A review is appropriate especially in light of more than a decade of steady budgetary decrements with the concomitant guidance to reduce readiness. As a service organization, Selective Service does what it is asked to do by our elected leadership; it exists as a manpower generation mechanism to backstop the volunteer U.S. Armed Forces.

Selective Service is prepared for, and capable of, delivering untrained manpower and trained health care personnel to DoD when directed by the Congress and the President. Additionally, Selective Service is capable of managing an alternative service program in the civilian community for those men classified as conscientious objectors by SSS local boards. To perform these responsibilities, certain collateral activities are necessary and must be in place today. Ongoing peacetime registration of men as they reach age 18, the identification of and contact with suspected nonregistrants to ensure compliance with the law, the maintenance of an active database of registrants, and the implementation of public awareness endeavors to highlight the legal registration requirement all remain necessary.

For a very modest investment, Selective Service is "Still Serving in the 21st Century," and providing America with a cost-effective backup mechanism to the U.S. Armed Forces.



# State Directors

As of September 30, 2008

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	Debra C. Rondem
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	Dennis K. Wilcutt
Louisiana	Everett J. Bonner
Maine	Averill L. Black
Northern Mariana Islands	Joseph C. Reyes
Maryland	Thomas C. Johnson
Massachusetts	Thomas F. Merigan, Jr.
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	<i>Vacant</i>
North Carolina	Donald L. Shaw
North Dakota	Lyndon S. Worden
Ohio	Michael A. Reynolds
Oklahoma	Owen M. Barnhill
Oregon	Michael F. Valdez
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	Terry J. Oxley
West Virginia	Jack E. Yeager
Wisconsin	John C. Cumicek
Wyoming	Henry W. Buseck

# Registrants by State

Registrants as of September 30, 2008

	20 - 25 Years Olds Draft Eligible Men (Born 1983 - 1988)	18 - 25 Years Olds Entire Registrant Group (Born 1983 - 1990)
Alabama	194,276	237,521
Alaska	34,147	42,113
Arizona	246,563	319,805
Arkansas	130,691	160,419
California	1,381,278	1,658,245
Colorado	204,712	265,024
Connecticut	128,935	156,794
Delaware	38,226	49,576
Florida	814,889	1,053,601
Georgia	397,735	510,952
Hawaii	50,277	60,610
Idaho	68,695	87,724
Illinois	555,912	664,595
Indiana	249,082	296,767
Iowa	132,014	165,834
Kansas	131,234	166,928
Kentucky	165,474	202,662
Louisiana	210,140	267,657
Maine	54,020	65,549
Maryland	212,260	259,021
Massachusetts	231,414	280,858
Michigan	408,641	498,180
Minnesota	231,047	285,589
Mississippi	116,251	144,277
Missouri	241,248	296,003
Montana	41,694	50,625
Nebraska	76,593	93,139
Nevada	77,416	94,793
New Hampshire	57,256	70,302
New Jersey	324,179	395,860
New Mexico	93,691	110,125
New York	776,376	912,715
North Carolina	391,066	488,886
North Dakota	29,495	36,030
Ohio	511,315	632,404
Oklahoma	160,723	207,362
Oregon	139,692	168,765
Pennsylvania	463,765	565,270
Rhode Island	45,570	57,308
South Carolina	172,955	224,793
South Dakota	38,039	46,462
Tennessee	246,922	307,342
Texas	946,576	1,148,295
Utah	136,356	173,340
Vermont	25,630	31,135
Virginia	311,225	406,869
Washington	248,597	295,687
West Virginia	69,629	85,802
Wisconsin	241,105	286,739
Wyoming	23,621	28,993
Washington, DC	13,642	16,153
Northern Mariana Islands	7,148	8,494
Virgin Islands	4,400	5,090
Puerto Rico	144,313	175,562
Guam	6,945	7,945
Foreign	22,048	26,963
<b>TOTAL</b>	<b>12,477,143</b>	<b>15,355,552</b>



**SELECTIVE SERVICE SYSTEM  
NATIONAL HEADQUARTERS  
ARLINGTON, VA 22209**