

SELECTIVE SERVICE SYSTEM



FISCAL YEAR 2007

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

FROM THE DIRECTOR OF THE SELECTIVE SERVICE SYSTEM

# Acronyms

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CO	Conscientious Objector
COOP	Continuity of Operations Plan
CY	Calendar Year
DLL	Driver's License Legislation
DoD	Department of Defense
DMV	Department of Motor Vehicles
FISMA	Federal Information Security Management Act
FTE	Full-time Equivalent
FY	Fiscal Year
HCMP	Human Capital Management Plan
IMBT	Initial Board Member Training
LCMS	Learning Content Management System
MEPCOM	Military Entrance Processing Command
MOU	Memorandum of Understanding
RFO	Reserve Force Officer
SSS	Selective Service System

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# A Message from the Director

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## *Shaping Future Readiness*

Operating the Selective Service System during Fiscal Year 2007 has been challenging. Our Nation is engaged in a protracted conflict with terrorism. Resources are diminishing. The world-wide geopolitical environment remains dangerous and ambiguous, despite the fact that our registration and verification responsibilities not only continue, but involve greater workload. To this operational environment is added the Administration's desire to refocus ever more keenly on the registration of young men, with concomitant reductions in operational readiness.

Over the past 34 years, U.S. involvement in several regional conflicts and a variety of peacekeeping endeavors has been relatively short and well within the capabilities of our existing forces: Active, Reserve, and National Guard. Consequently, Congress and the President have not had to consider reinstating conscription or a military draft. Today, the draft mechanism remains in standby status in the form of a cadre-size Selective Service, and the likelihood of a return to conscription seems remote. Thus, the Agency has reduced its capability to reinstate a national draft in keeping with guidance from the Office of Management and Budget, endorsed by the National Security Council and the Department of Defense.

Although America does not need a draft today, remaining prepared for the unknowns of tomorrow is both prudent and necessary. For Selective Service, this means concentrating upon registration compliance while continuing to identify ways to achieve greater efficiencies within necessary programs.

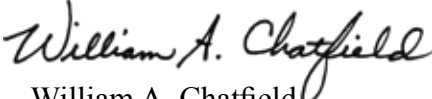
The pages of this report summarize the recent work of a small Agency that does a big job for America. At minimal cost, its full-time civilian employees, part-time state directors and Reserve and National Guard officers, and thousands of unpaid civilian volunteer board members across the Nation who would assure for America a fair and equitable draft in the future. All in all, today's Selective Service continues to serve as envisioned by the founders of the all-volunteer military . . . as America's defense manpower hedge in a still dangerous and uncertain world. A sampling of Agency results indicates measurable achievements.

- Thirty-seven jurisdictions (states, territories, and the District of Columbia) exchange 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 866,082 new registrations for Calendar Year (CY) 2006, as compared to 858,070 in CY 2005. Three additional jurisdictions are about to exchange driver's license information, further aiding registration compliance.
- The national compliance rate for 18-year-old men has been held constant at 76 percent for CY 2005 and CY 2006.

- From CY 2005 through CY 2006, the registration compliance rate for men, ages 18 through 25, was maintained at 93 percent.
- The amount of registrations from automated versus paper sources advanced by seven percent, from 81 percent in CY 2005 to 88 percent in CY 2006. This achievement is significant because the manual processing of paper registrations is more inefficient due to labor, materials, and time costs.

This annual report summarizes significant Selective Service activities, with a focus on its registration program. These activities have been advanced in large measure by the many state legislatures which have approved partnerships between the Selective Service and the State Departments of Motor Vehicles. State and local support of the national registration requirement is fundamental in our federal system of government if Selective Service is to succeed in accomplishing its important job. The Agency cannot perform its statutory duties without grassroots endorsement and active support.

In summary, I am pleased and honored to lead the Selective Service System, an independent Agency defined by integrity and dedicated to upholding the rules of justice 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 (DoD). 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 continues to serve by capitalizing upon its workforce's knowledge, commitment, and experience for the betterment of its national programs and the security of the Nation.

  
William A. Chatfield

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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 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 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 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.

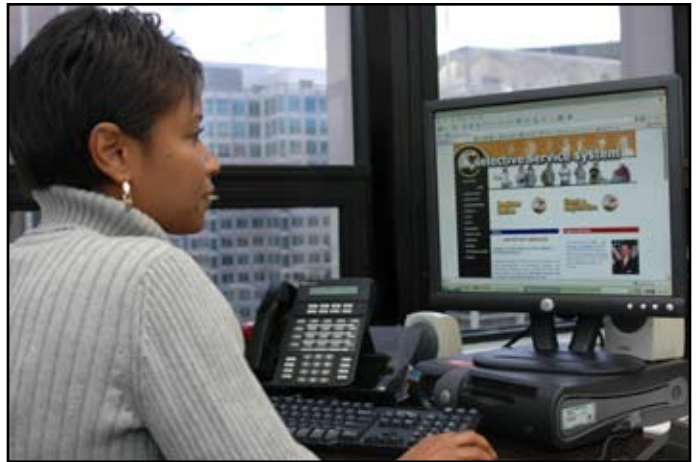
Registration is important to a man's future because Congress, more than half of the Nation's state legislatures, and scores of county and city jurisdictions have conditioned eligibility for several government programs and benefits upon a man being in compliance with the federal registration requirement. 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.



# 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 on the day-to-day business of its current operations. Selective Service secures registrations of men 18 through 25, conducts public awareness and outreach coordination, collects personal information, and staffs the Agency with the personnel to satisfy its missions.



## Budget Finance

### The FY 2007 Budget

In early 2005, Selective Service fell under the House Appropriations Subcommittee on Transportation, Treasury, and Housing and Urban Development, the Judiciary, District of Columbia, which included many other smaller federal agencies. On the Senate side, Selective Service was under the Transportation, Treasury, the Judiciary, Housing and Urban Development, and Related Agencies Subcommittee. However, when the new Democratic Congress took office January 2007, the House and Senate Appropriation Committees were each designated 12 subcommittees and Selective Service System was then moved under the new subcommittee, Financial Services and General Government, for both the House and Senate.

The budget process for FY 2007 was not completed by the September 30, 2006, deadline. By the time the FY 2006 Annual Report was printed and distributed in January 2007, Congress had not voted on the FY 2007 budget for the Selective Service System.

Selective Service had operated under a fourth continuing resolution, which allowed funding through September 30, 2007, (H.J. Res. 20). This resolution became Public Law 110-5, signed February 15, 2007.

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

<b>FUNCTION</b>	<b>AMOUNT</b>
Personnel Compensation, including Reserve Force Officers (RFOs) .....	\$ 12,762,043
Personnel Benefits .....	2,945,084
Travel and Transportation of Personnel .....	358,465
Office, Equipment, Miscellaneous Rentals, Utilities, and Courier Services .....	2,040,744
Communication Services .....	389,572
Printing and Reproduction .....	760,686
Other Services .....	2,389,544
Supplies and Materials .....	245,834
Postage and USPS .....	1,394,896
Furniture and Fixtures, Software, Telecommunications, ADP, and Office Equipment, and Books .....	756,854
EEO Services and Investigations .....	130,270
Military Entrance Processing Command (MEPCOM) - Payment to.....	529,252
<b>TOTAL FOR ALL FUNDS.....</b>	<b>\$ 24,703,244*</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. No draft would be fair and equitable unless all men are treated equally. For that to happen, the maximum number of eligible men must be registered. Thus, Selective Service seeks a 100-percent compliance rate, and continues to develop initiatives to strengthen existing programs that have increased 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 security clearance. Immigrant men also protect their eligibility for U.S. citizenship.

For the purpose of consistency with past annual reports to Congress, this annual report will reference calendar year when comparing and talking about registration compliance rates and 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.

For CY 2006, the Selective Service national estimated 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

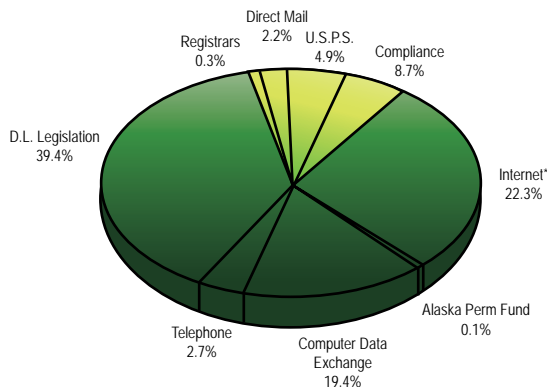
## Anticipated FY 2008 Budget

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 anticipates \$22 million for FY 2008. This is the amount that the House passed on June 28, 2007, and the Senate Subcommittee passed on September 12, 2007. According to information received from the Office of Management and Budget, the Agency's budget is currently scheduled to be \$22 million. This budget total does not account for a potential .5 to 1.5 percent rescission, which would result in a reduction of \$100 thousand to \$330 thousand. Based on the likelihood of this rescission, Selective Service anticipates a final FY 2008 budget to be \$21.7 million.

Given the significant budget reduction from FY 2007 (\$2.8 million), scaling back Agency programs now becomes a necessity for FY 2008.

**Registration Sources  
FY 2007**



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

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) 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 U.S. Postal Service offices – the only universal source of availability of Selective Service registration forms; and, (6) 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 2007, the Agency received and processed nearly 124,000 Selective Service System (SSS) registration forms through the U.S. Postal Service Mail-Back Program. This most 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. Most importantly, 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. During the fiscal year, the Agency revised its registration and change of information forms to meet the latest Office of Management and Budget/Social Security Administration 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 SSS registration form, or if the form was sent directly by SSS, the man may register by telephone.

In addition, names of registration-age men are obtained from State Departments of Motor Vehicles (DMVs) 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, 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 locales with large populations and estimated low registration compliance.

## Region 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 spans western United States, the rest of the Midwest, Hawaii, Guam, and the Northern Mariana Islands.

Region I's CY 2006 registration compliance rates are 71 percent compliance for men born in 1988 (age 18), and 89 percent for those born in 1989 (age 19). For draft eligible men 20 through 25, the estimated compliance rate is 94 percent. Region II's total estimated compliance rates, as reported in January 2007: year of birth (YOB) for 18 year olds, came in at 83 percent; YOB 19, 93 percent; and YOB 20 - 25, 97 percent. Region III's statistics are YOB 18, 73 percent; YOB 19, 88 percent; and YOB 20 - 25, 96 percent.

## 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 its inception in September 1981, the Center processed nearly 59 million registrations, 29 million file changes to these records, printed and mailed 185 million letters and cards, and answered over 20 million telephone calls, in addition to other requirements associated with peacetime registration programs.

In FY 2007, the Center processed over 2.1 million registrations and over 768,000 updates to registrant files, verified the registration status of over 2.6 million men through the Internet Web site, edited 80,000 paper responses to compliance correspondence, processed nearly 1.2 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 less than 50 employees, maximizing the use of technology obtained through frugal spending over the years.

Most telephone inquiries were from men applying for federal and state entitlement programs that require 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, this office also processes most paper inquiries to the Agency.

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 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 83 percent of its FY 2007 registration workload being processed through automation, a small data entry staff is still required to input nearly 800,000 transactions each year, which includes 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 99.970 percent accuracy rate, directly attributing to an over 98 percent deliverability rate for mailings to registrants in the prime year group of vulnerability. Thus, the Agency's small staff at the Data Management Center remains a vital part of the Selective Service System despite the majority of electronic transactions.

Through the end of FY 2007, the Data Management Center had registration processing systems in place for 33 states, 3 territories, and the District of Columbia, that implemented driver's license legislation, as well as a system for processing registrations for Alaska Permanent Fund applicants.

## 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 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 2007, 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, Mariana Islands, and Virgin Islands), plus the District of Columbia had enacted DLL linked to the registration requirement. As a result, 866,082 men were registered in CY 2006, compared to 858,070 in CY 2005. 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, ten states and the District of Columbia have enacted 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 enacted DLL. In Region III, 15 states have enacted DLL.

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 2008, 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 received electronically during both FY 2007 and FY 2006. Electronic registrations are more cost-effective and provide better customer service than paper/card registrations which are processed manually.

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. In FY 2007, nearly 64,000 men were automatically registered through this interagency agreement, compared to nearly 63,000 men in FY 2006.

In FY 2007, electronic sources of registrations included Internet – 471,000, Department of Education – 317,000, Telephonic – 59,000, DoD – 21,000, Department of Labor – 16,000, and Alaska Permanent Fund – 1,000.

## Registration Reminder Mail-Back Program

After the first quarter of FY 2007, the Agency's Registration Reminder Mail-back Program was suspended due to the leadership's decision to shift funds to other priorities. The registration reminder postcards suggested convenient options for registering. 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 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**

Nearly 87 percent, or 18,041, of the Nation's 20,759 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, 5,683 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 5,921 high schools participating in the High School Registrar Program out of a total of 6,322 high schools. South Carolina had 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. Wyoming had 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 possible investigation and prosecution for his failure to register, as required by the Military Selective Service Act. During FY 2007, 158,935 names and addresses of suspected violators were provided to the DoJ.

# Public Awareness and Outreach

While performing the spokesperson function for the Agency, the Directorate of Public and Intergovernmental Affairs 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

At the end of FY 2007, there were currently four bills addressing Selective Service introduced in the U.S. House of Representatives and one bill in the Senate. Each bill has been referred to the appropriate committees of jurisdiction:

1. H.R. 2829, Financial Services and General Government Appropriations Act, 2008 – making appropriations for the Department of Treasury, the Executive Office of the President, the Judiciary, the District of Columbia, and for independent agencies, including the Selective Service System. It was introduced on June 22, 2007, by Rep. José Serrano (D-NY), chairman of the House Appropriations Subcommittee on Financial Services and General Government. The measure passed the full House by a vote of 240-179 on June 28, 2007, and received in the Senate the next day. It was placed on the Senate Legislative Calendar on July 13, 2007.
2. H.R. 424, To Repeal the Military Selective Service Act – abolishes the Selective Service System and ends all

sanctions against anyone who failed to register. It was introduced on January 11, 2007, by Rep. Ron Paul (R-TX) with one co-sponsor and referred to the House Committee on Armed Services. On February 1, 2007, it was referred to the House Armed Services Subcommittee on Military Personnel.

3. H.R. 393, Universal National Service Act of 2007 – requires all persons, including females, in the United States between the ages 18 through 41 to perform national service, either as a member of the uniformed services or in civilian service, in furtherance of the national defense and homeland security, and other purposes. The bill was introduced January 10, 2007, by Rep. Charles Rangel (D-NY) with two co-sponsors. It was referred immediately to both the House Ways and Means Committee and House Armed Services Committee. On February 26, 2007, it was referred to the House Armed Services Subcommittee on Military Personnel.

4.H.R. 1921, 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 for nonmilitary

purposes (of which Selective Service is not one), to create the Religious Freedom Peace Tax Fund to receive such tax payments, to improve revenue collection, and for other purposes. It was introduced on April 18, 2007, by Rep. John Lewis (D-GA) with 23 co-sponsors and referred to the House Committee on Ways and Means.

5. S. 1225, Immigrant Accountability Act of 2007 – establishes a process for aliens who meet certain conditions to be granted permanent resident status. The process includes the obligation to prove registration with Selective Service, if required. The bill was introduced on April 26, 2007, by Sen. Chuck Hagel (R-NE) and referred to the Senate Judiciary Committee.



## 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, this Agency has been disestablished; its important work terminated, and 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.

Big topics this fiscal year continue to be on immigration; the ongoing war on terrorism with the fourth and fifth 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, local security-related organizations; in addition to a new emphasis on accountability in the upcoming presidential campaign.

Over 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 serviced this additional workload by assuring the public that there is no present need for a draft and one is not anticipated for the war on terrorism. This policy has been stated publicly and often by President George W. Bush and Secretary of Defense Robert M. Gates. Consequently, Selective Service has reduced its preparations and readiness to conduct a draft in accordance with guidance from the Administration and declining resources from the Congress.

Concerning immigrants, Selective Service continues to spread its message by clarifying 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. 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. With the heightening of personal security, including the new requirement of a U.S. passport for returning from Mexico and other neighboring countries, we received a record number of requests for Selective Service records for men born before 1960. The whole task of locating, obtaining, and researching these record requests is quite involved because the individual's record can be at any of the 17 National Archives and Records Administration facilities located across the country.

### Record Requests for Men Born Before 1960

The National Archives and Records Administration has officially taken 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.

This transfer of ownership occurred June 1, 2007, when Selective Service no longer had access to the Federal Records Centers' research system.

In the first half of Fiscal Year 2007, over 14,000 requests for records were received and researched, and responses were sent to the requesters by Selective Service staff.

The image shows two historical Selective Service forms. The left form is a 'REGISTRATION CARD' for James Samuel Bowman, born on November 21, 1885, in Bea, Virginia. He is listed as a farmer and a U.S. citizen. The right form is a 'REGISTRAR'S REPORT' dated October 12, 1917, for the same individual. It includes physical measurements (height, weight, chest, etc.) and a classification code of 45-1-22C. The forms are filled out with handwritten information and signatures.



## News Media Coordination

Numerous news outlets, both print and broadcast, contacted Selective Service for general interviews or specific information. Over FY 2007, Selective Service dealt with such newspapers as the Washington Post, Los Angeles Times, Boston Globe, San Francisco Chronicle, Houston Chronicle, Rochester (NY) Democrat-Chronicle, Richmond Times-Dispatch, Providence (RI) Journal, Patterson (NJ) Pulse, Park Record (UT), and Daily Southtown (IL). The magazines, Mother Jones and Policy Today, also requested interviews.

In addition, Agency public affairs staff worked with such news services as Associated Press and Hearst.

Broadcast outlets included Pacifica Radio, the Fox News outlet of Jacksonville, FL, WHRV Radio in Hampton Roads, VA, and Univision in both Dallas and Miami.

## National Outreach and Public Awareness Initiatives

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. In addition to sending out radio public service announcements and high school kits, Selective Service put its efforts into national air shows, exhibits program, focus groups studies, and outreach coordination.



## Air Shows

Selective Service completed its second season of using the air show platform to convey Agency's messages. This initiative reflects Director William Chatfield'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.

With more than 240 air shows across the United States in 2007, attracting millions of people to these patriotic events, air shows have proven to draw large numbers of demographically attractive

spectators. According to the International Council of Air Shows, these air shows draw a well-educated, affluent group of men, women, and children of all ages. More than 70 percent of the audience at an air show has had some college education; three quarters report household incomes of \$35,000 or more. The average spectator age is just under 39, but more than 53 percent of the spectators are between 30 and 50. More importantly, air shows provide a remarkable platform to communicate the Selective Service message to a positive and receptive audience, who mainly attend these shows to witness their military in action.



During FY 2007, 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 at nine air shows located in high priority markets with lower registration compliance rates. A 10'x10' exhibit booth gave Selective Service the opportunity to talk with tens of thousands of influencers, register as many eligible young men as possible, and engage in a dialogue with media about the Agency's mission.



Exhibit locations included the following:

- Battle Creek, MI
- Ft. Worth, TX
- Jones Beach, NY
- Las Vegas, NV
- Pittsburgh, PA
- Portland, OR
- San Diego, CA
- St. Louis, MO
- Washington, DC

## Exhibits Program

The exhibits program has been ongoing for several years. Selective Service has partnered with many educational and ethnic community-based national associations. This year's endeavor afforded Selective Service the opportunity to reach thousands of grassroots community leaders and influencers attending their organization's annual meetings. The leaders help carry back the Selective Service message to their local communities: register and stay eligible for jobs, security clearance, job training, school loans and grants, and citizenship for immigrants.

During FY 2007, Selective Service RFOs and State Directors manned 16 exhibit booths at national conferences nationwide for the following organizations listed to the right:



- American Association of Collegiate Registrars & Admissions Officers
- American Association of Community Colleges
- American School Counselor Association
- Association of YMCA Professionals
- Congressional Black Caucus
- Distributive Education Clubs of America
- League of United Latin American Citizens
- National Association for the Advancement of Colored People
- National Association of Postmasters of the United States
- 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 United States
- National Urban League
- Organization of Chinese Americans

## 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 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.)



Different publicity materials and radio spots, designed to reach different audiences and to create better youth and influencer awareness, were tested before 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 2007. Those cities were Pittsburgh, PA, Phoenix, AZ, and St. Louis, MO. The following organizations visited by Selective Service are listed below by cities:

### Pittsburgh, PA

- Allegheny Youth Development
- Arbor Education and Training
- Bethany House Ministry
- Bloomfield-Garfield Corporation
- Catholic Charities Diocese of Pittsburgh: Refugee Services
- Catholic Diocese of Pittsburgh
- FamilyLinks
- Hazelwood YMCA
- Hill House Association
- The Hispanic Center
- The Islamic Center of Pittsburgh
- Jewish Family and Children's Service: Pittsburgh Refugee and Immigrant Assistance Center
- Latino Catholic Community of Pittsburgh
- Mars Home for Youth
- Phase 4 Learning Center
- Pittsburgh Partnership/Career Link
- The Pittsburgh Project
- The Pittsburgh Refugee Center
- Rodef Shalom Congregation
- Shadyside Boys & Girls Club
- United Way of Allegheny County
- Urban League of Greater Pittsburgh
- YMCA of Greater Pittsburgh
- Young Life Pittsburgh Urban
- Youth Commission (Office of the Mayor)

### Phoenix, AZ

- Arizona Informant Newspaper (NAACP)
- Arizona Opportunities Industrialization Center
- Betania Community Center: Refugee and Immigrant Relief Center
- Big Brothers Big Sisters of Central Arizona
- Camp Fire USA, Greater Arizona Council
- Catholic Charities Community Services
- Chandler Christian Community Center
- Chicanos Por La Causa, Inc.
- Downtown Urban Community Kids
- El Monitor Hispano
- Fuente Mission
- Golden Gate Community Center
- Grand Canyon Minority Supplier Development Council
- Greater Phoenix Urban League
- HomeBase Youth Services
- Immigration Assistance Center
- International Rescue Committee
- Latino Perspectives magazine
- Lincoln Family Center
- Lutheran Social Ministry of the Southwest
- Phoenix Youth at Risk
- Somali Association of Arizona
- Tumbleweed Boys House
- Wesley Community Center
- Young Life South Phoenix Urban

### St. Louis, MO

- 100 Black Men of St. Louis
- African Refugee and Immigrant Service
- Better Family Life
- Boy Scouts of America
- Boys and Girls Town of Missouri
- Catholic Charities Refugee Services
- Epworth Children and Family Services
- Friends With A Better Plan
- George Washington Carver House
- Grace Hill Neighborhood Services
- Hazelwood Parks and Recreation Community Center
- Hogan Street Regional Youth Center
- International Institute of St. Louis
- Islamic Community Center
- Kingdom House
- Kirkwood Community Center
- Mathews-Dickey Boys and Girls Club
- The St. Louis American Newspaper
- St. Louis Cardinals
- St. Louis County Library
- United Way of Greater St. Louis
- Urban League of Metropolitan St. Louis
- Vision for Children at Risk
- YMCA of Greater St. Louis
- World Impact St. Louis

## Radio Public Service Messages

Selective Service distributed its new radio package, "Something Every Young Man Needs to Know," with 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 donated their time and talent this year, for which Selective Service is very appreciative.

Distributions were sent to 5,000 radio stations in February 2007 and 7,000 in August 2007. Donated air time was valued at \$7,194,474, with more than 114,118 announcement airings.

No television public service announcements were produced or distributed this year due to budget restrictions.

## High School Publicity Kit

High school publicity kit materials were distributed to 32,000 high school addressees in March 2007, after completion of the Agency's resource materials and publicity awareness disk set. The publicity kit and disk set were sent to uncompensated Selective Service high school registrars and to principals for those schools not having a Selective Service high school registrar. Selective Service Director William Chatfield called upon high school educators and influencers to help spread the word in his cover letter.

The kit featured a collection of posters and other communication materials with an important registration message for high school men. The Selective Service's bonus DVD/CD disk set included youth- and adult-narrated and scripted presentations, historical film footage about the Selective Service "draft", radio and TV scripts for class production projects, and professionally produced radio and TV spots, brochures, pamphlets, and much more.

Selective Service high school registrars and guidance counselors are 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 registration, especially online at [www.sss.gov](http://www.sss.gov).



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## Outreach Initiatives at the Local Level

Local outreach efforts to increase registration awareness included Selective Service staff and RFOs providing registration information to young men and/or their influencers at the NAACP meetings in Elizabeth, Orange, Edison, and Rahway, NJ; NJ State NAACP Convention, Atlantic City, NJ; Rotary Clubs, Piscataway, Hazlet, and Merchantville, NJ; Camden Civic Center and Camden Historical Society, Camden, NJ; Veterans of Foreign Wars (VFW) Posts, Pennsauken, Sayreville, and South Amboy, NJ; Pennsauken League of Women Voters, Pennsauken, NJ; Puerto Rican Cultural Society, Camden, NJ; Badger Boys State Conference, Ripon, WI; Troy Community Center, Troy, MI; Summer Youth Recreation Centers, Washington, DC; College of Lake County, Grayslake, IL; Bluegrass Baptist School, Lexington, KY; Distributive Education Clubs of America, Orlando, FL; Spanish radio interview program, Dallas-Fort Worth, TX; Spanish TV interview programs (2), Miami, FL; Military Officers Association of America Scholarship Golf Tournament, Clifton, VA; "Big League" baseball games, Saipan, CNMI; Saipan Southern High School and Kagman High School, Saipan, CNMI; Five VFW Posts, San Diego, CA; 198th Anniversary of



Abraham Lincoln's Birthday Celebration, Fresno, CA; George Washington's Birthday Celebration, Fresno, CA; Nanakuli High School, Oahu, HI; Veteran's Day UCLA Football Game, Pasadena, CA; and the California State Fair, Sacramento, CA.

Additionally, the Governor of Puerto Rico proclaimed March 2007 as Selective Service Registration Awareness Month.



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 make sure U.S. Post Offices have ample supplies of registration materials and understand the current Selective Service registration procedures.

# Information Technology

Selective Service continued to modernize its information technology network to help meet the President's e-Government initiative. A new Web server featuring the latest encryption standards was installed during this fiscal year to host the Agency's main Web site at **www.sss.gov**. This site also hosts online registration and verification in which a man can register with Selective Service or check an existing registration, respectively. Work also began to replace the current interactive voice response system that automatically handles calls to the Selective Service System.

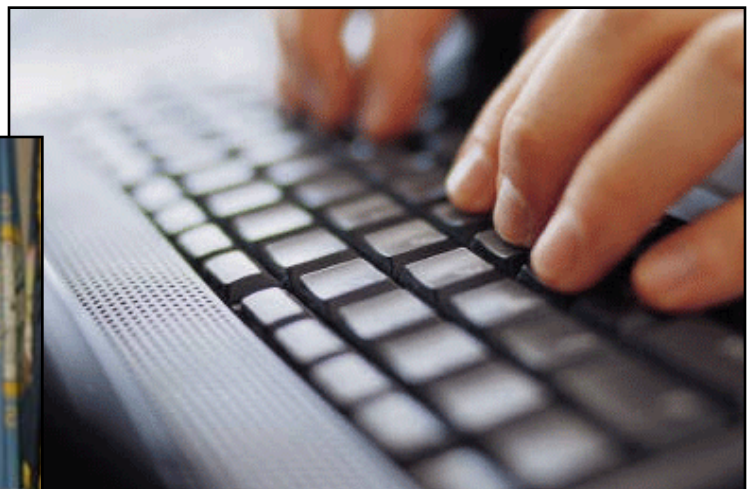
The Agency continued work on a major modernization effort to migrate all of its registration, compliance, and verification information system from the antiquated MEPCOM mainframe to a modern server-based platform. This effort will ensure system compliance with all Federal Security and Information Technology Requirements (Federal Information Security Management Act (FISMA), National Institute of Standards and Technology, and allow seamless integration with the other systems throughout the Agency's enterprise architecture.

Security continued to be a major focus during this fiscal year, and the Agency remains committed to securing and protecting personally identifiable information it receives from men complying with the registration requirement. This year, the Agency underwent a FISMA audit that identified a few issues that Selective Service is working

diligently to resolve. Selective Service will work to improve its security posture to ensure data integrity and maintain public confidence.

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.

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's authorization for full-time equivalents (FTEs) has decreased from 154 in FY 2006 to 139 in FY 2007, while still accomplishing its overall mission through investments in technology, employee training, and the development 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.

To foster cost savings and reduce energy usage, a space consolidation project at National Headquarters resulted in a 33-percent reduction.

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.

These plans provide the long-term guidance necessary to conduct effective day-to-day business and prepare for the less likely reinstatement of a 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 continued to expand its telework program to cover over 70 percent of all employees and improved online work capabilities. Improvements in the performance appraisal and award systems continue to be accessed under the HCMP development project. The Agency analyzed and shared with employees the results of the 2006 Office of Personnel Management-conducted human capital survey. This survey highlighted the need for particular emphasis in the leadership and communications areas. Selective Service conducted another in-house human capital survey in FY 2007; the results have not been analyzed at press time.

In conjunction with the President's Management Agenda e-Government initiatives, the Agency's e-Quip process 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 critical employee skills to overcome gaps in crucial knowledge and skills required for various jobs, all while reducing the expense and time of formal classroom training. During FY 2007, the Agency created and implemented its first ever leadership training program to address the needs of aspiring leaders, first-line supervisors, and mid-level managers. Expanded application of the Agency's Intranet site includes specialty topic areas for retirement planning and leadership that share a plethora of information.



While Selective Service has implemented various programs above, others are underway to include an associated "Women in Leadership" program, which is being developed for roll-out in FY 2008. The Agency is prepared to implement e-Verify effective October 1, 2007, 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 develop the HSPD-12 government identification card. Funds permitting, Selective Service anticipates participating in e-file initiatives for automating official personnel records (e-OPF). This is a process that 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 being developed to provide coordinated policy and procedures for all security-related issues. An improved emergency medical response program is being implemented. Another e-government initiative to be incorporated in the near future is online time and attendance record keeping.

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



## Region Personnel

Region I Headquarters, located in North Chicago, IL, has a staff of eight civilian employees, and is supported by 18 state directors and 100 part-time Reservists. 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, 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, and has a staff of 11 civilian employees, along with the support of 15 state directors and 81 part-time Reservists. 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 59 board members who retired after the allotted 20 years of service on their respective boards.

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.



The regions had a number of 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.

Denver, CO, serves as the base of operations for Region III Headquarters, with its eight civilian employees, and 23 state directors, one deputy state director, and 91 part-time Reservists in the field. Region III covers the rest of the Midwest, and 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



# 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 by Selective Service local boards.

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

## Readiness Training

The Agency's training covers the mobilization readiness of nearly 10,500 local, district appeal, and national appeal board members nationwide and Agency RFOs and state directors. In this fiscal year, training efforts were primarily directed toward the transition of the readiness training function to an electronic training environment. Using existing technologies, Selective Service began the difficult task of creating its own learning content management system (LCMS). An LCMS is a multi-user environment where learning developers create, store, reuse, manage, and deliver digital learning content from a central object repository.

The LCMS facilitates team-based authoring of training materials through centralized management and reuse of all learning content. Once fully actualized, it will consist of a content authoring/editing application, a learning object repository, and learner administration tools.

Also initiated was development of a learning management system; the assembly of specially selected software tools to manage its user's learning interventions.

When completed, it will have a complementary range of functionalities including self-registration, user notification, wait-list management, computer-based training, online assessment, competency management, skills-gap analysis, and collaborative interactive learning opportunities. It will facilitate a 24/7 learning content and administration environment.

New local and district appeal board members continued to be provided group-study initial board member training (IBMT). However, the IBMT was reduced to five hours from seven to save on travel and other costs associated with the longer group-study training session. In addition, significant savings were realized from a redesign of the IBMT board member handbook. Selective Service is committed to the search for additional cost savings related to this program while maintaining high quality group training sessions. Continuation training was provided in both group- and self-study formats for local and appeal board members. The emphasis was on the review of the judgmental classification claims that board members will find most difficult to adjudicate.

Agency state directors were provided opportunities to increase their understanding of their mobilization public relations role through an electronic and a group-study continuation training product.



## Alternative Service

The Agency continues to press for the removal of roadblocks to gaining Memorandums 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 conscientious objectors (COs) in any return to conscription. MOUs with Mennonite Voluntary Service, Christian Aid Ministries, Weaverland Disaster Services, and the Old Order Amish are still pending as language related to religious affiliation and hiring is carefully crafted.

In the interim, Agency outreach to historic peace church and other CO constituency groups has continued to evolve, with Selective Service state directors assuming more responsibility at the local level. State director continuation training this fiscal year focused on their public relations functions and responsibilities. This focus was especially important as they were being prepared to play a more central role in the peacetime development of the alternative service program at the local level.

A key part of the state director initiative was a spring 2007 Web-based seminar broadcast to all three regions and devoted to the specific role of state directors in the alternative service program. It was designed to assist region directors in supporting state directors as they assume greater local responsibility for the development of the alternative service employer network and other aspects of the alternative service program itself. Additionally, greater access to state directors has been sought by the historic peace churches. The Agency endorses greater outreach by its state directors for local meetings and discussions with this important constituency.

Three Selective Service state directors have already met with their local historic peace church constituencies and the Agency hopes to triple this number by the end of FY 2008.

In FY 2007, Selective Service met with the Center on Conscience and War and representatives of historic peace church communities at its National Headquarters. Selective Service also gave a presentation to students at the César Chávez Public Charter Schools for Public Policy at their Capitol Hill campus. Other Agency outreach activities were geared toward the wider dissemination of information about Selective Service's alternative service program. So, in addition to the distribution of its well-received alternative service program brochure, Selective Service staff continued to field questions from around the country on the Agency's alternative service program.



# Planning

The Operations Directorate provides planning and policy for the Agency and is required to update and maintain 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. The readiness plan is composed of numerous standard operating procedures which further define operating activities for the Agency. To date, seven standard operating procedures have been written and published on the Agency's Intranet site for field access.

Directorate responsibilities 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.

Responsibilities also include managing the Agency's board member program during both pre- and post-mobilization operations. The Agency's board member program consists of the Agency's volunteer workforce of approximately 10,500 men and women who serve as local, district, and national appeal board members. These



non-compensated civilian volunteers 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 are trained by the Selective Service System on their duties and responsibilities adjudicating claims filed by registrants seeking postponements, exemptions, and deferments in accordance with national policies and procedures. The policy and guidance for the standardized board member program are updated frequently to capture best business improvement practices.



The Agency's continuity of operations function, which includes managing and maintaining the Agency's Continuity of Operations Plan (COOP), involves working in concert with the Federal Emergency Management Agency under the U.S. Department of Homeland Security. The Agency is responsible for national security matters, such as security clearances and maintenance of classified materials. Its COOP was completely rewritten in 2007 to reflect the changes from incorporating a relocation site to a COOP at employees' home locations. A test of the Agency's alert notification system and mandatory COOP training to Agency personnel was conducted during this reporting period.

## Field Activities

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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 Selective Service's deputy director. 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, 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 resulted in a successful exchange of valuable information between national headquarters and the field leadership.

## The Future

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As an indispensable partner within the national security community, Selective Service works to provide America with a cost-effective, proven manpower backup mechanism for the volunteer U.S. Armed Forces.

It is a small organization which stands ready to perform its statutory obligations within the readiness parameters mandated by the national elected leadership. Its missions remain perennial because the global environment is risk full, uncertain, and contradictory. Consequently, Selective Service strives to be able to deliver untrained manpower and trained health care personnel to the DoD according to DoD's time frames when authorized by Congress and directed by the President. Additionally, the Agency must be capable of managing an alternative service program in the civilian community for those men classified as conscientious objectors by its boards. And to perform these necessary and unique responsibilities fairly and equitably, certain collateral activities must be in place today. The peacetime registration of young men as they reach age 18 needs to be ongoing, the identification of and contact with suspected non-registrants to ensure compliance with the law needs to be in place, and the maintenance of an active database of registrants is required.

The Agency can reflect upon a proud history of more than 67 years of continuous service to the Nation, in peace and in war. But tomorrow's Selective Service must integrate the knowledge, commitment, and experience of its workforce to ensure that "We the people" are prepared to live up to the Constitutional imperative "to provide for the common defence."



# State Directors

As of September 30, 2007

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.....	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.....	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

Registrants as of September 30, 2007

	20 - 25 Years Olds Draft Eligible Men (Born 1982 - 1987)	18 - 25 Years Olds Entire Registrant Group (Born 1982 - 1989)
Alabama	194,042	236,128
Alaska	33,969	41,534
Arizona	234,875	306,109
Arkansas	132,546	162,506
California	1,368,440	1,645,053
Colorado	202,270	261,002
Connecticut	126,475	153,351
Delaware	37,398	48,497
Florida	789,378	1,022,853
Georgia	388,114	495,815
Hawaii	50,229	59,742
Idaho	68,336	87,336
Illinois	554,306	669,683
Indiana	251,803	303,121
Iowa	133,149	166,683
Kansas	130,816	166,389
Kentucky	165,374	201,966
Louisiana	212,338	269,938
Maine	53,902	65,662
Maryland	207,823	253,356
Massachusetts	228,193	276,302
Michigan	408,181	495,749
Minnesota	230,475	285,944
Mississippi	118,070	145,289
Missouri	240,979	295,970
Montana	42,165	51,042
Nebraska	77,401	94,032
Nevada	74,234	89,780
New Hampshire	56,011	68,381
New Jersey	318,661	389,041
New Mexico	94,800	113,950
New York	775,247	920,928
North Carolina	378,758	471,952
North Dakota	30,147	36,730
Ohio	510,105	630,947
Oklahoma	160,801	205,573
Oregon	139,750	168,502
Pennsylvania	460,810	559,769
Rhode Island	45,152	56,812
South Carolina	166,523	215,648
South Dakota	38,378	46,929
Tennessee	245,870	305,151
Texas	944,440	1,150,805
Utah	37,728	174,607
Vermont	25,563	31,137
Virginia	305,142	397,288
Washington	249,235	300,280
West Virginia	70,560	86,420
Wisconsin	245,167	293,698
Wyoming	23,983	29,187
Washington, DC	14,057	16,353
Northern Mariana Islands	6,730	7,995
Virgin Islands	4,558	5,292
Puerto Rico	147,111	178,571
Guam	7,045	8,318
Foreign	22,391	26,419
<b>TOTAL</b>	<b>12,380,004</b>	<b>15,247,514</b>



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

**KNOWLEDGE • EXPERIENCE • COMMITMENT**