



# FISCAL YEAR 2014



ANNUAL REPORT  
to the Congress of the United States

from the Director of the Selective Service System

The FY 2014 Annual Report was produced by the Office of Public and Intergovernmental Affairs in accordance with the Military Selective Service Act, 50 U.S.C. App. 460(g).

Cover design by Carl Harris and layout by Art-Z Graphics, Inc.  
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## A MESSAGE FROM THE DIRECTOR

Fiscal Year 2014 has been another challenging year leading the Selective Service System because of a continuing budget resolution, a federal government shutdown, and limited resources. Yet, the registration numbers were the third highest since 1999. This expanding workload is understandable given the global economic slowdown and the concomitant need of young men to be registered to protect their eligibility for many federal and state benefits and programs. All this is taking place amid an international geopolitical environment which has grown more dangerous and complex while the U.S. Armed Forces are downsizing, and the future is ambiguous at best.

Because a military draft has not been required in over 40 years and its employment in the foreseeable future is not anticipated, our national leadership desires that Selective Service refocus ever more keenly on the registration of young men – a core mission. This we have done. I am delighted to report that the backlog of public inquiries created during the government shutdown was only temporary and a most acceptable less than three-day average response rate has been maintained. Additionally, the independent FY 2014 Federal Information Security Management Act audit notes once again the absence of any material weaknesses. Additionally, in accordance with the Federal Managers' Financial Integrity Act, the annual independent financial audit also resulted in no material weaknesses for the seventh consecutive year. Our goal is to maintain these accomplishments.

The pages of this Report summarize the recent 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 assure for America a fair and equitable draft when needed. 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 upholding the rules of justice and fair play in all of its programs.

A handwritten signature in black ink, appearing to read 'L. Romo'.

Lawrence G. Romo

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*At the end of Fiscal Year 2014*

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*Region II Director*

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*Region III Director*

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# OVERVIEW

## VISION

The Selective Service System will be an active partner in the national preparedness community that anticipates and responds to the changing needs of the nation.

## MISSION

The statutory missions of Selective Service are:

- 1) To be prepared to provide trained and untrained personnel to the Department of Defense in the event of a national emergency; and
- 2) To be prepared to implement an alternative service program in the civilian community for registrants classified as conscientious objectors.

To assure civilian control of the draft process, Selective Service is intentionally not part of the Department of Defense (DoD). However, it exists to serve the emergency manpower needs of the military by conscripting untrained men, or personnel with professional health care skills, if directed by Congress and the President because of a national crisis. Currently, the agency is minimally staffed and is dependent upon full-time and part-time personnel and volunteers across the United States and its territories. In the event of conscription, the agency's workforce would be expanded to conduct a draft that would be timely, fair, and equitable.

The current registration program for men born on or after January 1, 1960, in effect since July 1980, is vital to America. It is the prerequisite to the agency's readiness to conduct a draft. To support registration, federal law requires virtually all men in the United States to register with Selective Service within 30 days of reaching age 18. By registering with Selective Service, every young man is reminded of his potential civic obligation to serve our nation in an emergency.

# BACKGROUND

The Selective Service System is a small, independent federal agency within the Executive Branch, operating with permanent authorization under the Military Selective Service Act (50 U.S.C. App. 451 *et seq.*). It is America's only proven and time-tested hedge against underestimating the number of active duty and reserve component personnel needed in a conflict. Selective Service is the last link between society at large and today's all-volunteer Armed Forces. 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.

Registration is important to a man's future because Congress, three-fourths 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 law — registration with the Selective Service System. These include student loans and grants, security clearances, government jobs, job training, driver's licenses and identification cards in most states, 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 would not be subject to a draft.

## STRUCTURE AND BENEFITS

Selective Service is comprised of a diverse workforce of full-time career employees, part-time military personnel, and part-time private citizen volunteers dedicated to satisfying the agency's statutory goals of peacetime registration and the preservation of the capability to conduct a national military conscription.

Selective Service is currently authorized 124 full-time equivalent civilian positions, in addition to 56 part-time state directors (who represent the 50 states, four territories (Guam, Northern Mariana Islands, Puerto Rico, and the Virgin Islands), the District of Columbia, and New York City), and 175 part-time Reserve Force Officers (RFOs) comprised of military personnel representing each branch of the U.S. Armed Forces. These RFOs, assigned throughout the U.S. and its territories, perform monthly training and execute a variety of critical peacetime and preparedness tasks. They are the agency's regional contacts for state and local agencies and the public. Finally, the agency's largest personnel resource is the approximately 11,000 part-time uncompensated men and women who serve as volunteer local, district, and national appeal board members. Their responsibilities are to decide the classification status of men seeking exemptions or deferments, based on conscientious objection, hardship to dependents, or their status as ministers or ministerial students.

Further, the agency is fortunate to have private citizens who support our peacetime programs. Currently, about 87 percent, or 18,209, of the nation's 20,971 high schools are participating in the Selective Service high school registrar program. In addition, there are several other Selective Service registrar programs at the federal and state levels that boost Selective Service's registration initiatives. Civic-minded volunteers in these programs remind America's young men of their legal obligation to register with the Selective Service System and help ensure these men remain eligible to take advantage of the numerous federal and state benefits tied to the registration requirement. Their public service is an invaluable asset, which is important to the success of the agency's peacetime registration efforts.

The Selective Service System's physical structure includes its national headquarters in Arlington, VA; the Data Management Center (DMC) in North Chicago, IL; and three regional headquarters located in North Chicago, IL, Dobbins ARB, 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 includes the rest of the Midwest, western states, Alaska, Hawaii, Guam, and the Northern Mariana Islands.



## BENEFITS TO THE NATION

Upon completion of a major National Security Council-led Interagency Review in 1994, President Clinton delineated the rationale for the Selective Service System and the registration of young men ages 18 through 25 in three points.



First, the President stated that this agency and registration provide "...a hedge against unforeseen threats and a relatively low-cost 'insurance policy' against our underestimating the maximum level of threat we expect our Armed Forces to face."

Next, "...terminating the Selective Service System and draft registration now could send the wrong signal to our potential enemies who are watching for signs of U.S. resolve."

And finally, "...as fewer and fewer members of our society have direct military experience, it is increasingly important to maintain the link between the all-volunteer military force and our society at

large. The Armed Forces must also know that the general population stands behind them, committed to serve, should the preservation of our national security so require."

In sum, since 1980, each Administration has preserved Selective Service and its program because each knew that it is the only proven manpower mechanism to expand the U.S. Armed Forces, and that it exhibits three important attributes: operates at very modest cost, ensures that any future draft will be fair and equitable, and can respond in a timely fashion. While registration is the only mission component publicly visible during peacetime, preparedness is equally crucial to foster timeliness, fairness, and equity if Selective Service is directed to reestablish conscription. Minimum preparedness requires maintaining a classification structure capable of immediate operation during a national emergency, including an adequate cadre of personnel to reinstitute the full operation of the Selective Service System when directed.

## CURRENT ACTIVITIES

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; collecting, maintaining, and protecting personal information (full name, date of birth, social security number, and mailing address); following through with public awareness and outreach efforts; responding to public inquiries; and staffing the agency with full-time personnel, augmented with volunteer local board members, registrars, state resource volunteers, state directors, and RFOs.

## BUDGET AND FINANCE

### FY 2014 BUDGET

Because no FY 2014 appropriations act was completed by Congress and signed into law by the President prior to October 1, 2013, the federal government experienced a lapse in appropriations (“shutdown”) at the start of FY 2014. On October 17, 2013, the Continuing Appropriations Act, 2014, Public Law (P.L.) 113-46, was signed. That Act established FY 2014 federal appropriations through January 15, 2014. Then, on January 15, 2014, P.L. 113-73 extended the existing Continuing Appropriations Act through January 18, 2014. And, on January 17, 2014, P.L. 113-76, the Consolidated Appropriations Act, 2014, established the agency’s full-year FY 2014 budget at \$22.9 million.

### ANTICIPATED FY 2015 BUDGET

On June 24, 2014, the Senate Appropriations Subcommittee on Financial Services and General Government issued its report recommending a FY 2015 Selective Service System budget of \$23 million. This amount is unchanged from the FY 2014 enacted level. On July 2, 2014, the House of Representatives issued Report 113-508, which recommended an appropriation of \$21.5 million. This amount is \$1.4 million below the FY 2014 enacted and requested levels. The Selective Service System’s FY 2015 estimate reflects the higher (Senate) recommendation.

<b>FUNCTION</b>	<b>FY 2014 Amount</b>
Personnel Compensation, including RFOs.....	\$ 11,467,652
Personnel Benefits.....	3,006,775
Travel and Transportation of Personnel.....	175,016
Office, Equipment, Miscellaneous Rentals, Utilities, and Courier Services .....	1,622,992
Communication Services.....	128,994
Printing and Reproduction .....	314,256
Other Services.....	2,320,042
Supplies and Materials.....	343,292
Postage and U.S. Postal Service.....	1,462,100
Furniture and Fixtures, Software, Telecommunications, Automatic Data Processing Systems, Office Equipment, and Books .....	2,015,510
Equal Employment Opportunity Services and Investigators .....	43,371
<b>TOTAL FOR ALL FUNDS .....</b>	<b>\$22,900,000</b>

## REGISTRATION

Registration is a critical component of Selective Service's mission to augment DoD manpower in the event of a national emergency. If a draft becomes necessary, the public must see that it is fair and equitable. For that to happen, the maximum number of eligible men must be registered. Nevertheless, by registering, men comply with the federal law and remain eligible for student financial aid, job training, and government employment opportunities. By registering, immigrant men also protect their eligibility for U.S. citizenship.

Selective Service registration and registration compliance are directly related to its strategic goal to ensure the capacity to provide timely manpower to DoD during a national emergency. An objective set to meet this goal is to strive to maintain acceptable registration compliance rates of at least 90 percent or greater for men ages 18 through 25 for a fair and equitable draft. The latest estimated registration compliance rate for the entire 18 through 25 year-of-birth (YOB) group, which is based on calendar year (CY) 2013, was 93 percent.

***NOTE: To be consistent with past Annual Reports to Congress, this report will reference calendar year when comparing and talking about registration compliance rates and compliance statistics.***

To capture registration data of men ages 18 through 25, Selective Service considers the data collected for an entire calendar year, for birthdays January 1 through December 31. All other comparisons are discussed in fiscal year, to run parallel with the appropriation funding year. For CY 2013, the Selective Service national overall estimated registration compliance rate of 93 percent increased one percentage point from CY 2012 for men ages 18 through 25 who

were required to be registered. For the 18 YOB group, the compliance rate was 72 percent, up two percentage points from CY 2012; the 19 YOB group was 89 percent, the same as reported for CY 2012; and the 20 through 25 YOB group (the draft eligible group) was 97 percent, up one percentage point from CY 2012.

Primary factors contributing to registration compliance were: (1) the enactment and implementation of driver's license legislation (DLL) encouraging registration with Selective Service to obtain a driver's license, driver's permit, or an identification card; (2) use of online registration through Selective Service's website, [www.sss.gov](http://www.sss.gov); (3) emphasis on soliciting volunteer Selective Service registrars; (4) liaison with U.S. Postal Service offices, the only universal source of availability of Selective Service registration forms; and (5) focused, cost-effective registration awareness initiatives and outreach efforts to inform educational and community leaders and groups.

### U.S. POSTAL SERVICE MAIL-BACK PROGRAM

As of September 30, 2014, the agency received and processed just over 90,000 Selective Service registration forms through the U.S. Postal Service mail-back program. This vital program provides the means for 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 by picking up a registration form from 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 an option to register through the Post Office. The registration form and the change of information form meet Office of Management and Budget's and Social Security Administration's privacy/identity theft requirements.

### STEPS TO REGISTRATION COMPLIANCE

To assist in obtaining registration compliance, names of registration-age men are obtained from the U.S. Department of Education and the Departments of Motor Vehicles (DMV). State DMV data are obtained from almost every state and territory of the United States that does not have automatic DLL supporting the Selective Service registration requirement.



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.

To improve registration awareness and compliance rates, the agency continued direct mailings targeted to those young men who have not yet registered and turned 19 years old in FY 2014. The first mailing is a reminder of men's civic obligation to register with the Selective Service System. The second mailing is sent when there is no response to the first mailing. It highlights the legal consequences and informs the man that his name will be added to a list turned in to the Department of Justice.

### DATA MANAGEMENT CENTER

The Data Management Center processes Selective Service registrations and maintains the computer database operations that support the agency's mission. Since it was established in September 1981, the DMC has processed over 74 million registrations, made approximately 34 million file changes to these records, printed and mailed over 200 million letters and cards, and answered over 27 million telephone calls, all in addition to other requirements associated with peacetime registration programs.



Other sources of data used in the compliance program are the U.S. Postal Service; high schools; Workforce Investment Act sites; National Farmworker Jobs Program; Federal Bureau of Prisons; State Correctional Institutions; the Departments of Defense, State, and Transportation; the Office of Personnel Management; and the U.S. Citizenship and Immigration Services.

During FY 2014, the Data Management Center added another 2.4 million records to the database of men registered with the Selective Service System. This database would be used in the event of a national emergency calling for induction of men into the Armed Forces. It is maintained on a daily basis; records are updated to ensure accuracy. Also, a file is kept of men suspected to be in violation of the Military Selective Service Act. These men have been sent a series of letters reminding them of their obligation to register to ensure a fair and equitable draft if ever needed. Such work was accomplished by a seasoned workforce of 50 employees.

The Data Management Center is home to the agency's national call center located in Illinois, which the public may contact to verify a registration to determine eligibility for any of the benefits and programs linked to the Selective Service registration requirement. At this center, information is updated, registrations are completed by telephone, general questions are answered, and inquiries are addressed regarding a specific correspondence. Over a million calls are received each year at this center, with about 20 percent of the actions requiring assistance of an agent due to complexity and research. Approximately 80 percent of the call volume is handled by an interactive voice response system, where telephone registrations and routine registration verification inquiries are processed.

Selective Service continues to receive a substantial number of requests from men for status information letters. These letters are sent to men who failed to register with Selective Service and are now past their 26th birthday. These men may be denied federal/state student financial aid, government employment opportunities, job training, security clearances, and U.S. citizenship for immigrant men because they failed to register. During FY 2014, the Data Management Center prepared and mailed over 60,000 status information letters to non-registrants. This achievement provides a valuable service to the public and serves as

a critical tool for state and federal agencies in the administration of their entitlement programs.

Eighty-nine percent of the DMC's CY 2013 registration workload was processed through automation. However, its small data entry staff is still required to input nearly 375,000 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 99.96 percent accuracy rate, due to a two-step process of key entering and key verifying of the source data to ensure accuracy and deliverability of the correspondence. The personal, hands-on customer service provided by the agency's staff at DMC remains a vital part of Selective Service's mission despite the shift towards more electronic transactions.

During FY 2014, DMC had maintained the registration processing systems for DLL, as well as systems for processing registrations for Alaska Permanent Fund applicants.

### *Increasing Registration Compliance* **THE DRIVER'S LICENSE INITIATIVE**

Because 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 in those states with a low participation rate. The most important initiative has been the driver's license initiative, with the agency working closely with states and territories pursuing DLL in support of the registration program. Selective Service provided such assistance as reviewing draft legislation, having a working agreement with the American Association of Motor Vehicle Administrators, and providing information management-related technical expertise.

By the end of FY 2014, 40 states, 4 territories, and the District of Columbia have enacted driver's license laws supporting Selective Service registration. Ten states have no DLL supporting the registration requirement.

**DLL enacted and implemented:** Alabama, Arizona, Arkansas, Colorado, Connecticut, Delaware, Florida, Georgia, Hawaii, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Michigan, Minnesota, Mississippi, Missouri, Montana, Nevada, New Hampshire, New Mexico, New York, North Carolina, Ohio, Oklahoma, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah, Virginia, Washington, West Virginia, Wisconsin, Guam, the Commonwealth of the Northern Mariana Islands, the Virgin Islands, and the District of Columbia.

**DLL enacted but not yet implemented:** Maine, Maryland, and Puerto Rico.

**No DLL:** Alaska, California, Massachusetts, Nebraska, New Jersey, North Dakota, Oregon, Pennsylvania, Vermont, and Wyoming.

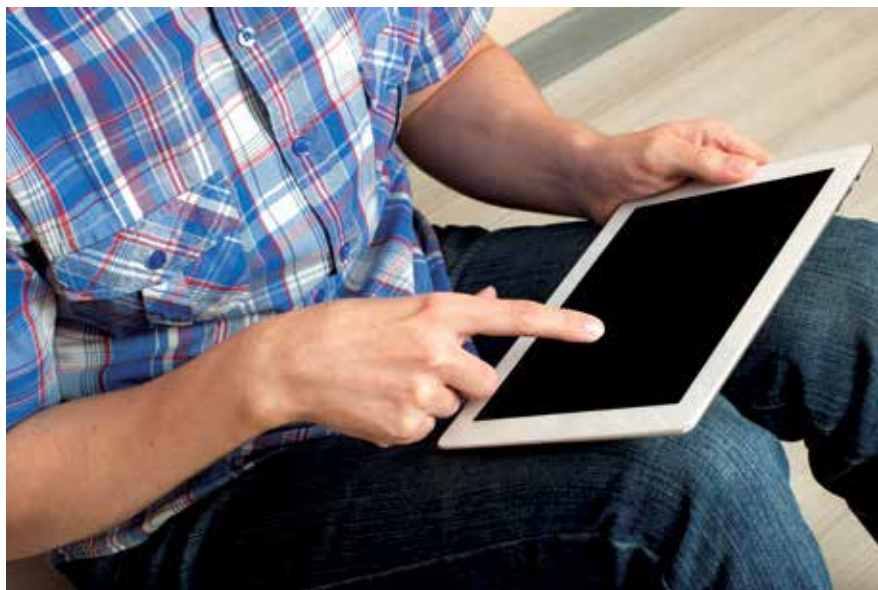
*Note: Alaska Permanent Fund was created by the state of Alaska to pay Alaska residents back through profits made from oil revenues. Before Alaska male residents can qualify for benefits from the Alaska Permanent Fund, they must be registered with the Selective Service System. Therefore, Alaska doesn't warrant a need for DLL since the overwhelming majority of Alaska male residents are either already registered or will register to qualify for the benefits of this Fund.*

As a result, over 1,055,000 men were registered in CY 2013 through DLL. Although the states which have enacted this type of legislation comprise 76 percent of the nation's registrant population potential for the 18 YOB group and 77 percent for draft-eligible (20 through 25 year olds) YOB group, it is not enough. Selective Service's goal is to achieve 100 percent DLL coverage in all states and territories. For CY 2013, the primary means to improve the overall registration compliance rate continued to be assisting states in their efforts to enact DLL linked to Selective Service registration.

## ELECTRONIC REGISTRATION

Working with funding constraints, cost-effective programs continued to be employed and expanded 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-nine percent of registrations were received electronically during CY 2013 (which includes registration by DLL, Internet, Department of Education, telephonic, DoD, Department of Labor, U.S. Citizenship and Immigration Services, and Alaska Permanent Fund).

Registrants are encouraged to register electronically because it is a more cost-effective and accurate method of registering rather than Selective Service staff manually processing men's handwritten paper/card registration forms. 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 Department of State are automatically registered. In FY 2014, over 16,000 men were automatically registered through this interagency agreement.

Of all registrations for CY 2013 received through electronic processes, the three major areas of electronic registration reflect 43 percent from driver's license registrations, 24 percent from the Department of Education, and 19 percent from the Internet ([www.sss.gov](http://www.sss.gov)). Of those young men registering electronically:

1,055,000	registered via driver's license legislation
580,000	registered through DoEd Pell Grant applicant matching
464,000	registered via the Internet
23,000	registered through the DoD enlistment process
20,000	registered via telephone
16,000	registered through CIS immigrant matching
8,000	registered through WIA job applicant matching

### 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.

### REGISTRAR PROGRAMS

As of September 30, 2014, about 87 percent or 18,209 of the nation's 20,971 high schools were participating in the Selective Service high school registrar program. These high schools had an uncompensated volunteer acting as a Selective Service high school registrar – the person – who is authorized to administer and receive registration forms from young men. The high school registrar program is an effective awareness program which informs male students face-to-face about the requirement to register with Selective Service. At the same time, the program implements Selective Service's outreach efforts at the local community level. Thus, registrars working with the high school staff are key influencers in creating registration awareness. Should high school male students drop out, these registrars are usually the last person seen who could emphasize Selective Service System registration. Because registration is a prerequisite for federal job opportunities and student financial aid, this program continues to

reduce the delay and loss of benefits 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 continued to participate in the “Adopt-a-High School” Program to encourage schools to appoint high school registrars and emphasize online registration.

The agency continued to obtain registration assistance from five other registrar programs through their uncompensated Selective Service registrar volunteers representing the National Farmworker Jobs Program, the Workforce Investment Act Program, Federal Bureau of Prisons, State Correctional Institutions, and the Department of State (for overseas registration).

The result was expanded coverage to reach men to inform them of their registration obligation and an increase in compliance by registration-age men participating in these programs.

Additionally, increased use of online registrant verification resulted in improved customer service by providing high school and these other Selective Service registrars, as well as registrants, student financial aid, employment, and security officers with the ability to check and verify a man’s registration.

## REGISTRATION IS THE GOAL

Selective Service’s 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 mailing, 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 2014, 295,416 (an increase of 259,747 from FY 2013) names and

addresses of suspected violators were provided to the DOJ. Note: this huge increase in count was systematic. The normal count for this list is approximately 150,000, annually. When the FY 2013 numbers came in low, it was later found there was an error in the new coding strategy which was then corrected. Therefore, this year’s number represents those for FY 2014, plus the FY 2013 names which were not sent to DOJ. Next fiscal year’s count should return to normal.

## PUBLIC AWARENESS AND OUTREACH

While performing the spokesperson function for the agency, the Public and Intergovernmental Affairs Directorate handles 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 emails, 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

There were a total of four bills proposed in the 113th U.S. Congress that would have revised the current mission, or structure, of the Selective Service System. Those bills were introduced in



FY 2013 and were referred to subcommittees without further action being taken. In FY 2014, there were no bills introduced specifically identifying the agency or its programs.

In California, AB 2201 was introduced February 14, 2014, by Assembly member Rocky Chavez to facilitate registration for young men when they complete their driver's license application. Similar legislation already exists in 40 states, 4 U.S. territories, and the District of Columbia. AB 2201 was intended to simplify registration for an estimated 130,000 Californian men turning 18 years-old annually. It was overwhelmingly passed, 66-4, in the full Assembly and 10-1 in the Senate Transportation Committee. The bill expired in the California Senate Appropriations Committee in August 2014.

## *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, limited contingencies, 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. These public misconceptions still exist today. On top of this, immigrants entering this country often miss or lack a full understanding of the registration requirement. In any future draft, there would be significant changes — changes fostering fairness.

During FY 2014, the major topics outside the Selective Service System's purview, but which had a direct impact on the agency's current operations, continued to be immigration, protracted conflicts abroad, the protection of personal information and prevention of cyber-attacks, investigations into the federal government's contractors and their review of security clearances, job applicants' eligibility for public employment, a continued emphasis on government accountability, and the President's Open Government Initiative.

The agency continues to assure the public that there is no present need for a draft and one is not anticipated for current conflicts. Consequently, Selective Service reduced its preparations and readiness to conduct a draft in accordance with guidance from our elected leaders and constrained resources.

Throughout the past year, Selective Service responded to an unprogrammed influx of inquiries, correspondence, and phone calls from both U.S. citizens and non-citizens living in the United States and abroad, expressing concern about eligibility to benefits and programs contingent upon the Selective Service registration requirement. Additionally, Selective Service continued 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. Furthermore, greater emphasis was placed on registering men who have yet to obtain a social security number. Selective Service continued 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 valid non-immigrant visa, particularly if they want to become U.S. citizens. Specifically, during this reporting period, the Public and Intergovernmental Affairs Directorate received and answered numerous pieces of correspondence, including congressional inquiries, Freedom of Information Act requests, and general public inquiries, which were received by telephone, fax, mail, and email.

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

Since 2007, the National Archives and Records Administration has had ownership, control, and custody of Selective Service records for men born before 1960. Anyone who requested a copy of a registration card and/or classification record of a man born before 1960 was directed to complete a request form to mail to the National Archives.

### **News and Social Media Coordination**

Six news stories, and corresponding Spanish translations, were distributed to 10,000 daily and weekly newspapers and more than 700 Spanish newspapers. Six English and two Spanish news stories were distributed nationwide. Four TV news spots were distributed to 1,000 news outlets. Five new registration awareness banners were created for social networking. “Clickable” registration banner ads were posted on websites, Facebook, and YouTube sites.



### **National Outreach and Public Awareness Initiatives**

Selective Service’s outreach efforts to increase public awareness were enhanced in FY 2014. National Headquarters staff, joined by state and regional staff and RFOs, participated in convention exhibits, public service announcements, high school publicity kits, and focus group studies and outreach meetings.

In addition, new awareness efforts began this fiscal year targeting high school guidance counselors and coaches, social workers, Selective Service local board members, American Legion Boys State, American Legion Baseball team members, and key national associations for underserved youth.

### **Exhibits**



Selective Service manned an exhibit booth at 26 of the nation’s leading community-based and educational organizations’ annual meetings in FY 2014. This endeavor affords Selective Service the opportunity to reach grassroots leaders who help carry back the registration message to their local communities. Selective Service manned exhibit booths at the following conferences nationwide:

- AHORA Student Days - (*three events*)
- American GI Forum (AGIF)
- American Immigration Lawyers Association (AILA)

- American Legion (AL)
- American School Counselor Association (ASCA)
- Congressional Black Caucus (CBC)
- DC Latino Festival
- Distributive Education Clubs of America (DECA)
- League of United Latin American Citizens (LULAC)
- National Association of Secondary School Principals (NASPP)
- National Association of State Directors of Veterans Affairs (NASDVA)
- National Association for the Advancement of Colored People (NAACP)
- National Association of Social Workers (NASW)
- National Association of Student Financial Aid Administrators (NASFAA)
- National Congress of American Indians (NCAI)
- National Council of La Raza (NCLR)
- National Education Association (NEA)
- National School Boards Association (NSBA)
- National Urban League (NUL)
- Organization of Chinese Americans (OCA)
- Teachers of English to Speakers of Other Languages (TESOL) – (four events)

### Radio and Television Public Service Announcements

**Radio:** During FY 2014, Selective Service distributed six radio public service announcements to 6,000 news directors. Additionally, Selective Service distributed a new public service



announcement radio package, “He Won’t Hear What You Don’t Play,” complete with 15 English and 5 Spanish announcer-read, public service announcements. Two sets of mailings were delivered to radio public service directors, totaling 12,000 packages.

**Television:** Three TV public service announcements were produced and distributed to 1,000 news directors in 2014. In addition, 25 “TV TIPS” interstitial announcements (:30 sec) were distributed by mail to more than 1,000 stations.

**Sports Arena PSAs:** Selective Service produced a public service announcement (:30 sec) for use at sports arenas. It had five different openings that were relevant to football, basketball, rugby, baseball, and soccer venues. The baseball public service announcement premiered during the American Legion Baseball Division Series and the American Legion World Series aired by ESPN.

### High School Publicity Kit



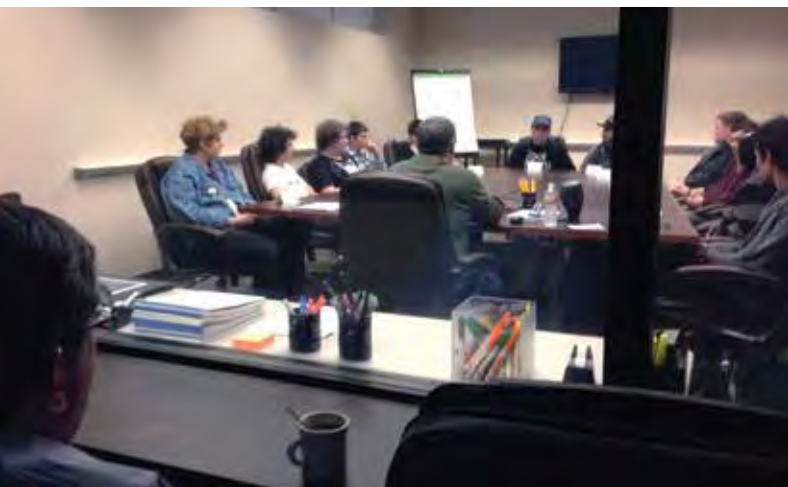
High school publicity materials were distributed as a kit nationwide in March 2014, to more than 30,000 high school registrars and to principals for those schools without a Selective Service volunteer registrar. The kit had an array of communication items – posters, high school newspaper ads, public address announcements, and other collateral publicity materials that remind both young men and their influencers about the importance of registration compliance. Educators

are being encouraged to remind young men about their civic responsibilities to register and the importance of complying with the federal law. A reply card included in these high school kits provided the school registrar with a means to request for additional materials.

FY 2014 publicity material was tested in Seattle, Los Angeles, and Buffalo in conjunction with coordinated outreach meetings.

### ***Outreach Meetings***

Public Affairs made 116 outreach visits with educators, media, immigrant services, churches, and social service organizations in Seattle, WA, Los Angeles, CA, Rochester and Buffalo, NY, to help increase registration awareness in the lower compliance rates areas.



Local outreach meetings are targeted for media and influencers of minority, immigrant, and out-of-mainstream youths. Because most Selective Service non-registrants are typically found in immigrant and underserved communities, outreach meetings are held with grassroots organizations that potentially reach those young men. Registration compliance was stressed since it keeps their youths eligible for educational benefits, job training, federal and many state and municipal jobs, and U.S. citizenship. Resource awareness materials were left with each organization. Nationally, specific outreach and coordination meetings were held with the following organizations:

### **Seattle, WA**

A Better Seattle  
 Atlantic Street Center  
 Boys & Girls Clubs of King County  
 Chief Sealth International High School  
 City Year Seattle/King County  
 Cleveland High School  
 Community for Youth  
 Community Network Council – The Seattle Foundation  
 Garfield Community Center  
 Global Poverty Action  
 Goodwill Seattle  
 Lutheran Community Services Northwest  
 Mercer Island Youth and Family Services  
 Nathan Hale High School  
 National Association of Social Workers of Washington State  
 New Horizons  
 Northshore Youth and Family Services  
 OneAmerica  
 Rainier Beach High School  
 Raising Our Youth as Leaders Project  
 Renton Area Youth & Family Services  
 SafeFutures Youth Center  
 Seattle Youth Violence Prevention Initiative  
 Service Learning Seattle – The Seattle Foundation  
 South Lake High School  
 The Student Conservation Association – Urban Artworks  
 The Tacoma Rainiers  
 Teen Feed  
 Touchstone Community Facility  
 Unleash The Brilliance – The Seattle Foundation  
 The Village of Hope  
 Workforce Development Council  
 Youth Ambassadors  
 YouthCare – YouthBuild  
 Youth Eastside Services  
 Youth in Focus

### **Los Angeles, CA**

Archdiocesan Youth Employment Services/Central & South Los Angeles YouthSource Center  
 Aztecs Rising  
 Brotherhood Crusade YouthSource Center  
 Children Youth and Family Collaborative  
 City of Los Angeles Mayor’s Office of Gang Reduction & Youth Development

City Year Los Angeles  
Community Centers, Inc.  
*The Epoch Times*  
First Steps for Youth  
Gay-Straight Alliance Network  
Hollenbeck Youth Center  
Hope for Homeless Youth  
*Hoy* newspaper  
International Rescue Committee  
Island Empire 66ers  
Jovenes, Inc.  
Ketchum Downtown YMCA  
Koreatown Youth & Community Center, Inc.  
L.A. Cash for College  
LA's Promise  
Los Angeles Harbor College  
Los Angeles Youth Network Service  
*Los Angeles Wave* – Publications Group  
Optimist Youth Homes & Family Services  
People Who Care Youth Center  
Pico Youth & Family Center  
Salvation Army – The Way in Drop in Shelter  
for Youth  
San Bernardino City Schools – Alternative Schools  
and Programs  
Southern California Crossroads  
South Los Angeles – Watts YouthSource Center  
Strive  
UCLA OneSource Youth Center  
Workforce Investment Board, City of Los Angeles  
Young Visionaries Youth Leadership Academy

### **Rochester, NY**

All City High on Marshall Campus  
Carlson MetroCenter YMCA  
Catholic Charities Community Services  
Center for Youth  
Community Place of Greater Rochester  
Court Appointed Special Advocates for Children  
of Rochester/Monroe County  
Daily Messenger/Messenger *Post* Media  
Gay Alliance  
Hillside Family of Agencies – Youth Advocate  
Program  
Hope Hall  
Integrated Arts and Technology High School  
Joseph C. Wilson Magnet High School  
Metro Council for Teen Potential

Monroe County System of Care  
Robert Brown High School of Construction and  
Design  
Rochester Early College International High School  
Rochester International Academy  
Rochester School District – Guidance Counselor  
Department  
Rochester Youth for Christ  
Salvation Army – Genesis House  
School Without Walls Commencement Academy  
United Way of Greater Rochester  
Vanguard Collegiate High School  
YMCA of Greater Rochester  
Youth as Resources

### **Buffalo, NY**

Academy Program @44  
Back to Basics Outreach Ministries, Inc.  
Bar Association of Erie County – Volunteer Lawyers  
Project, Inc.  
Boys & Girls Clubs of Buffalo  
Buffalo Academy for Visual and Performing Arts  
Buffalo and Erie County Workforce Investment  
Board  
Buffalo Public Schools – Department of Guidance  
and Counseling  
Buffalo Urban League  
Burgard Vocational High School  
Catholic Charities of Buffalo – Immigration and  
Refugee Assistance  
Compass House  
Delaware Family YMCA  
Emerson School of Hospitality  
The Franciscan Center, Inc.  
Greater Niagara Frontier Council #380 – Boy  
Scouts of America  
Hutchinson Central Technical High School  
International Preparatory School at Grover – STAR  
Academy  
Middle Early College High School  
South Park High School  
United Way of Buffalo & Erie County  
William-Emslie Family YMCA



In other selected low compliance markets, Selective Service developed awareness programs for high school and regional sports programs in baseball, basketball, and rugby.

Selective Service partnered with the American Legion Baseball Program. During its "World Series" quarter and semifinals, Selective Service got media coverage in game programs, ads, posters, social media, TV PSAs (ESPN Sports network) and radio announcer PSAs. Selective Service delivered packets of registration information, posters, and registration cards to every young man participating in the series. Separately, Director Romo briefed every state's American Legion Baseball director, reminding them about the importance of their players' awareness of the Selective Service registration requirement. American Legion Baseball had more than 100,000 youths, 15 - 19 years old, in their program in 2014.

Separately, Director Romo addressed the American Legion's state directors for Boys State and Boys Nation programs. Boys State and Boys Nation programs encourage student familiarization with state and national legislative processes, leadership, and good citizenship principles. Their students replicate state legislatures and the U.S. Congress by choosing important issues, drafting bills, and enacting laws. They become ambassador leaders in their communities when they return home. Selective Service had an ongoing annual Boys State and Boys Nation partnership.

### **Other National Outreach Activities**

*Latino* magazine produced three separate issues of full-page Selective Service ads. In addition, workshops were held in several cities, two of which Selective Service participated in with both a speaker and an exhibit.

United States Hispanic Leadership Institute partnered with Selective Service to promote Selective Service registration awareness in four low compliance areas in 2014: Chicago, IL, San Antonio, TX, Santa Ana, CA, and Hammond, IN. They held conferences for thousands of Hispanic high school and college youths focusing on personal development and enrichment. The Director of the Selective Service System, Lawrence G. Romo, was a guest speaker at each location, in conjunction with Selective Service literature passed out to the students.

*NewsTaco* targeted influential readers who care about important Hispanic issues. They authored eight Selective Service news articles and ran many more other stories throughout the year furnished from other sources. They also produced a YouTube interview featuring Selective Service Director Romo.



For the first time, Selective Service reached out and partnered with the National Association of Social Workers. In addition to publishing an article in their national magazine, a core group of state members met with Selective Service to develop a social worker's tool kit of information. It is the agency's hope that this tool kit, when completed, will encourage social workers to discuss Selective Service registration in their client service. Ultimately, it's a unique opportunity to reach disadvantaged and immigrant male youth communities.

Minor league baseball teams in the low registration compliance markets of Providence, RI (MA/RI), Camden, NJ / Philadelphia, PA, Las Vegas, NV, San Bernardino, CA, and Tacoma, WA, distributed thousands of Selective Service registration brochures, played Selective Service TV spots on the electronic scoreboards and radio announcements, and had prominent advertisements in the team program game guides which were distributed to thousands of attendees. Each team had social media awareness campaigns. Of special note, KCAA 1050 AM, San Bernardino's team station, hosted four 5- to 10-minute game interviews over six weeks about the importance of Selective Service registration.

The Harlem Globetrotters, who are legendary American icons of sports and entertainment, teamed up with the Selective Service System to spread the word that registration with Selective Service is quick, easy, and critical to every young man's future. All fans 16 and over could "Like" Selective Service on its Facebook page for a chance to win a Globetrotters prize package and the "Selective Service Shot of the Game" at games in Houston, TX, Philadelphia, PA, Seattle, WA, Newark, NJ, and Washington, DC. The Globetrotters had a halftime, half-court shot for the "winning fan" show. Globetrotters press releases were mailed out to the media in advance of each game. The partnership was promoted on their



Facebook page and Twitter site. The campaign results were posted on the Selective Service's Facebook newsfeed.

The Street Basketball Association initiated a pilot program in two locations in the Washington, DC, metropolitan area promoting Selective Service registration. Hundreds of local kids participated in the events. Brochures and registration cards were provided to the players. The Street Basketball Association did a national social media campaign with Twitter and Facebook, promoting Selective Service registration. Nationwide, Street Basketball has a robust program of neighborhood basketball teams that annually compete. They strive to promote character, teamwork, and responsibility.

USA Rugby promoted awareness of Selective Service registration in their national high school championships. Program ads and editorial stories appeared in national publications and on their social media sites. Locally, Potomac Rugby Foundation also promoted awareness in their regional tournaments.

More than 300,000 high school coaches and 38,000 high school administrators received emails

promoting registration awareness for their student athletes. A web banner resided on the National High School Coaches Association (NHSCA) site for the entire year. They aired a radio PSA on their High School Sports Hour 100 times. They provided one five-minute interview which aired twice. NHSCA provided an editorial supporting Selective Service in their 2014 Coaches Quarterly publication.

DECA, a national high school distributive education association, partnered with Selective Service in FY 2014. Its students conducted independent public relations marketing campaigns about important issues of their choosing. DECA and Selective Service held a joint webinar about advertising, public relations resources, and registration compliance. DECA authored an “adopt-a-Selective Service campaign” article in their national magazine and provided social media support with their school chapters nationwide.

Tens of thousands of high school guidance counselors, Selective Service high school registrars, organizations Selective Service met with in prior years’ outreach efforts, and Selective Service local board members each received bi-annual newsletters promoting registration compliance. A new materials “electronic” order form link was included.

Selective Service partnered with twelve college readiness Internet sites. All the websites promote registration compliance as a preparation step for high school students. Three sites – FinAid.org, CollegeUp.org, and collegeforlatinos.com – made a special mention about Selective Service. Others that now mention registration are Sallie Mae, College Board, College Scholarships, Hispanic Scholarships Funds, FastWeb, Campus Explorer, First Generation Student, College Mapper, and Princeton Review.

### ***Other Social Media Activities***

In 2014, Selective Service used its Facebook and Twitter social media sites to promote its awareness programs and build a core of loyal “like” followers. New content was added weekly. In addition, there was a seven-month Facebook message campaign. Advertising messages were sent to 18-year-old men in low compliance markets. The recipients were encouraged to click on a link to register. Five new banner ads were produced for random Internet placements throughout the Internet.



### ***Outreach Initiatives at the Local Level***

The Selective Service System’s three field regions, covering all states, U.S. territories, and the District of Columbia, participated in local outreach efforts to increase registration awareness and registration compliance.

The team included Selective Service staff and RFOs, who provided registration information to young men and/or their influencers at:



## **REGION I**

Efforts at the local outreach level were focused primarily at the high schools through registration awareness and registrar programs. The region maintained an 81 percent participation rate in its high school registrar program among 7,152 public and private high schools. These schools are included in the agency's "Adopt-a-High School" program, encouraging online registrations where possible. Other outreach activities are listed as follows: region staff and RFOs manning booths at various exhibits throughout the region to include the United States Hispanic Leadership Institute (USHLI) Exhibit held in Chicago, IL; The American Immigration Lawyers Association (AILA) hosted in Boston, MA; The League of United Latin American Citizens (LULAC) in New York City; and the National Association of Social Workers (NASW) in Washington, DC. The Region I staff hosted a booth at a local community college's annual job fair "Jobapalooza" in Grayslake, IL, which provided resources and training for young men between the ages of 16 through 21 years of age. Registration materials were sent internationally to the Consulate Generals of the United States to assist young men with their requirement to register. The Wisconsin State Director staffed a booth and raised registration awareness at the annual Badger Boys State, a week-long youth program held each June to teach Wisconsin high-school students leadership skills and the workings of government. Region personnel also supported multiple Veterans of Foreign Wars events throughout the region.

## **REGION II**

Region staff, state directors, and RFOs reported successful efforts accomplished at their exhibit booth at the Latino Student Day in Austin and Edinburg, TX; National Association of Secondary Principals (NASSP); National School Boards Association (NSBA); Distributive Educational Clubs of America (DECA); American School Counselor Association (ASCA); National Association of Student Financial Aid Administrators (NASFAA); American GI Forum (AGIF); the American Legion (AL); and National Congress of American Indians

(NCAI). Selective Service's Florida detachment participated in two events with the New Americans Campaign (NAC). The Virginia detachment participated in the Hispanic Festival in Annandale, VA. One hundred eighty nine post office visits were conducted and 5,861 of 6,380 high school registrars (92%) were participating in FY 2014. Region II also had 336 active state resource volunteers (SRVs) supporting a variety of outreach programs.

## **REGION III**

Region staff and RFOs manned an exhibit at the Teachers of English to Speakers of Other Languages (TESOL) conference in Portland, OR; manned an exhibit at the National Education Association convention in Denver, CO; staffed a Selective Service booth at the National Council of La Raza (NCLR) in Los Angeles, CA; staffed and manned an exhibit at the National Association for the Advancement of Colored People (NAACP) in Las Vegas, NV; manned a booth at the Organization of Chinese Americans (OCA) meeting in Los Angeles, CA; presented a Selective Service System overview and manned an exhibit at the United States Hispanic Leadership Institute in Santa Ana, CA; participated in minor league baseball pre-game activities and conducted a mid-game, half-hour radio interview with KCAA in San Bernardino, CA; gave a presentation on Selective Service's mission to the Lions Club of Guam; supported a presentation to the Nebraska Boys State Military Career Day; gave a briefing to 175 participants of the American Legion Colorado Boys State program in Pueblo, CO; gave a briefing to the Veterans Advisory Council in Clackamas County, OR; and manned a Selective Service booth at the Veterans Career Fair in Cupertino, CA. Region III sent supplies to approximately seven correctional facilities to increase registration awareness for men out of the mainstream; provided 1,000 Selective Service pamphlets to the Office of Scholarships and Financial Aid in Pasadena, CA; made 218 post office visits and recorded 22 high school visits or contacts confirmed.

## INFORMATION TECHNOLOGY

Fiscal Year 2014 saw a number of improvements made to Selective Service's information technology (IT) infrastructure. The Registration Compliance and Verification (RCV) system was enhanced; this three-year-old system replaced a legacy mainframe system that had been used since the 1980s. Also, the RCV system satisfied the security requirements of the Federal Information System Management Act (FISMA) of 2002. Selective Service now has a modern, fully functional computer platform to manage the registration requirement for the foreseeable future.

The agency continued its efforts to secure its computer systems. The recent FY 2014 FISMA audit determined the agency was in full compliance with FISMA requirements – no deficiencies were reported this year. In addition, Selective Service maintained and improved continuous security monitoring and worked closely with the Department of Homeland Security to enhance data security. The agency maintains one of the largest government databases containing personally identifiable information, and it has a dedicated staff committed to protecting that data.

In addition, the agency is pursuing cloud-based and shared service offerings to ensure limited IT funds are spent on cost-effective services. Currently, two of Selective Service's systems reside in the cloud to meet the OMB mandate of moving to cloud-based hosting.

Selective Service also updated one system needed to manage its resources in support of military conscription. As of September 20, 2014, work was underway to update one additional system needed to manage post-mobilization tasks such as registrant processing.

Throughout the year, the IT Division worked to improve online registration and verification. Online



registration provides the convenient means of complying with the registration requirement; universities and government agencies extensively use the online registrant verification service to check if a man has complied with the registration requirement prior to granting benefits such as federal/state student financial aid, job training under the Workforce Investment Act, federal/state employment, and security clearances.

## HUMAN RESOURCES AND LOGISTICS

The agency relies on a diverse workforce of full- and part-time civil servants, civilian volunteers, and part-time military reserve component personnel. The agency's authorization for full-time equivalents (FTEs) was 124 for FY 2014.

The agency's manpower includes its part-time state directors, who were nominated by their governors and appointed by the Director of the Selective Service System on behalf of the President. 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. They provide leadership at the state level, particularly through their oversight of and coordination with the RFOs.

The agency was authorized up to 175 RFOs (150 funded and 25 unfunded) from all branches of the Armed Forces. They were assigned throughout

the nation and its territories. In FY 2014, these part-time military personnel performed critical peacetime and preparedness tasks and functioned as the field contacts for state and local agencies, as well as the public.

The largest component of the Selective Service System workforce is the approximately 11,000 uncompensated men and women who serve as volunteer local, district, and national appeal board members. If activated, these citizen volunteers would decide the classification status of men seeking exemptions or deferments based on conscientious objection, hardship to dependents, or their status as ministers or ministerial students.

The agency must also be ready to recruit and process a massive influx of employees in case of a general mobilization. When activated, the agency will “plus up” initially by using the services of temporary contract workers and retired Army non-commissioned officers, as well as using the direct-hire and regular hiring authorities of the Office of Personnel Management.

In FY 2014, Selective Service began an extensive review process of its personnel, logistics, and systems capabilities to maintain a high state of readiness for peacetime and in the event of a national emergency.

Human Resources Office and Logistics Office staff members are motivated by their goals of improving employee morale and the workplace environment, enhancing employee training, and increasing efficiency and asset management through the use of Oracle, Federal Personnel and Payroll System, QuickTime, e-QIP, Central Verification System, USAccess, and USALearning.

Additionally, the agency continued its successful telework program that includes both routine and ad hoc telework arrangements. The agency leadership continued strong program oversight to guarantee high productivity during telework days.



During FY 2014, the agency was able to provide funding for training opportunities to address a broad array of skill sets throughout the entire agency. The USALearning online training was also available to help the agency upgrade its employees’ knowledge and skills required for various jobs without the additional expense and time of formal classroom training. Selective Service required 100 percent individual development plan coverage for its full-time workforce and updated its training policy to enhance the alignment between its strategic goals and employee training.

To support the President’s efforts to hire more veterans, Selective Service continued to work with the Department of Veterans Affairs on the *VA for Vets* initiative. This included executing a formal agreement, signed by the agency’s Chief of Staff and VA’s Assistant Secretary for Human Resources and Administration.

Additionally, Selective Service completed an agreement with the Office of Personnel Management to participate in the *Pathways Programs*. This agreement will allow the agency to engage the next generation of workers seeking federal employment opportunities through the student intern, recent graduate, and Presidential Management Fellows programs.

Selective Service continued to work towards a more efficient contracting and logistics operation. The federal government is entering a period of renewed focus on how to spend taxpayers’ money more

effectively and efficiently. The agency has reinforced its focus on driving operational efficiencies across many programs while preserving and enhancing its effectiveness of supporting America's small businesses.

Selective Service also took steps towards the full implementation of Homeland Security Presidential Directive 12 requirements, enhanced its personnel and physical security, and strengthened its contract oversight.

## FIELD ACTIVITIES

The agency's ability to perform its primary mission, to provide personnel in a future national emergency requiring conscription, 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, Dobbins ARB, GA, and Denver, CO. The regions are responsible for maintaining Selective Service's readiness at the grassroots level. They also manage the activities of the agency's 56 state directors, conduct training for the RFOs and civilian board members, and ensure the local and district appeal boards are populated. 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 nine civilian employees and is supported by 18 state directors and 51 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, 292 new members were appointed to represent their communities. A total of 69 board members retired after they reached the statutory limit of 20 years of service on their respective boards.

**REGION II HEADQUARTERS** is located in Dobbins ARB, GA, just outside of Atlanta, with a staff of nine civilian employees and the support of 15 state directors and 58 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 3,274 local and district appeal board members currently serving, with additional board member appointments pending. During the fiscal year, Region II appointed 120 new board members; 88 board members retired after they reached the statutory limit of 20 years of service on their respective boards.

**REGION III HEADQUARTERS** is located in Denver, CO, and serves as the base of operations for its nine current civilian employees, 23 state directors, and 53 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. This management echelon is authorized 3,470 board members, with 2,816 board members currently serving the agency.

## 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. The delivery timeline to the Department of Defense is M+193 (one hundred and ninety three days after Selective Service has received authorization to activate conscription and mobilize). Selective Service's registration, training, and planning processes are vital components in fulfilling its two-part mission.

The registration portion was covered earlier in this report as a primary function of the agency's current day-to-day business activities. This half of the report covers activities for mobilization, which requires planning and training of the agency's internal mobilization program, including the alternative service program.

### PLANNING, RECLASSIFY, AND TRAINING

Reclassifying registrants during a return to conscription and settling claims by men seeking postponements, exemptions, or deferments from military service is basic to any activation.

Responsibilities also include managing 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, trained by the agency on their duties and responsibilities adjudicating claims filed by registrants seeking postponements, exemptions, and deferments in accordance with national policies and procedures. Readiness training and operational planning and policy for the agency are continually being updated to reflect the dynamic present day environment.

### STRATEGIC PLANNING

To further ensure that Selective Service will continue to meet its mission and obligations into the foreseeable future, the agency reviewed its current strategic plan and is on track to achieve its current goals and objectives given the realities of a reduced budget environment. The agency is scheduled to conduct a thorough planning session during FY 2015. The current strategic plan was approved by the Office of Management and Budget and is published on the Selective Service System's website.

### AGENCY SELF-ASSESSMENT

During FY 2014, Selective Service incorporated a corrective action plan that resulted from the FY 2013 agency self-assessment. The corrective action plan further increased the agency's operational efficiency while keeping the agency in substantial compliance with regulatory and policy requirements. In accordance with the agency's strategic plan, Selective Service is expected to conduct another full self-assessment in FY 2015.





## CONTINUITY OF OPERATIONS

Another major responsibility for the Operations Directorate is maintaining and managing the agency's continuity of operations plan (COOP) and programs. To this end, the agency successfully participated in the FY 2014 Department of Homeland Security/Federal Emergency Management Agency's (DHS/FEMA's) Eagle Horizon National Level Exercise. Selective Service was one of several agencies participating in this continuity of operations exercise and successfully tested the agency's capability to notify its emergency personnel of a continuity event. The test included exercising the agency's essential functions through telework, ensuring information technology security, implementing devolution of operations and reconstitution, and confirming the agency could communicate and carry out its essential function of registration compliance from a remote site. The agency was able to meet these continuity objectives over the course of the exercise.

Selective Service also successfully participated in nine DHS/FEMA communications exercises in FY 2014. Portions of the agency's alert roster were tested and agency personnel were deployed to alternate sites to exercise the continuance of agency essential functions during some of these communications exercises.

In FY 2014, the agency implemented a comprehensive, executable COOP plan that would allow the relocation of major headquarters elements in the event of a natural disaster or national emergency.

## READINESS TRAINING

The agency's readiness training element covers the preparedness of nearly 11,000 local, district, and national appeal board members nationwide, as well as agency RFOs and state directors. In this fiscal year, training efforts continued to be directed towards upgrading Selective Service's readiness training functions in an electronic training environment. Selective Service more efficiently

## THE BOARD MEMBER PROGRAM

The largest component of the agency's workforce consists of approximately 11,000 men and women who serve as local, district, and national appeal board members. The men and women serving on these boards are citizen volunteers and are uncompensated for their time and efforts. They are nominated by state governors or equivalent officials, appointed by the Director of the Selective Service System on behalf of the U.S. President, and trained by the Selective Service System on their duties and responsibilities.

During FY 2014, the Operations Directorate continued to provide support to field units in their efforts to enhance and strengthen the board member program. While field staff worked diligently to recruit and fill board member vacancies, support to the field included a review and update of documents critical to maintaining an effective board member program. Headquarters orders and directives providing policy and guidance for the agency's board member program continued to be periodically reviewed and updated to capture best business practices of the current times.

During FY 2014, the agency began a massive workload study which analyzes current national demographic and registration trends in order to determine where areas offices supporting board members would have to be established in the event of a return to conscription. The study is also in the process of being automated so that future analysis can be easily updated and implemented upon a call to mobilization.

developed online training presentations using newly acquired and installed software. The agency also continued upgrading its training website to allow online training presentations to be accessed by more board members using various automated platforms and Internet browsers. Selective Service continued to add to its library of computer and web-based training courses, chief of which was continuation training for board members. Selective Service's continuation training web portals link participants to online training modules which allow them 24/7 access to training materials. This provided for a training program that is adaptable, efficient, and cost-effective to deliver.

New local and district appeal board members continued to be given group-study initial board member training (IBMT), which introduces them to their duties as a board member. In addition, computer-based and online versions of the IBMT are being used in the regions. This electronic training platform encompasses all the relevant points of the classroom version and includes video footage of a scripted board hearing so participants can view proper board procedures and become better acquainted with the claims and adjudication process. This training provided a cost-saving alternative to face-to-face, in classroom training, as well as provided board members with more options for participating in required training.

During FY 2014, continuation training continued to be available in group-study, self-study, and online formats for local and district appeal board members. This fiscal year's training focused on the healthcare personnel delivery system (HCPDS) and conscientious objector classification. This training gave board members a better understanding of HCPDS and the criteria registrants must meet to qualify for the conscientious objector classification, as well as the procedures board members must undergo when hearing and deliberating on the conscientious objector claim.

Selective Service also continued its on-going efforts to update hard copy training materials for personnel who do not have access to electronic training. During FY 2014, the agency conducted a revision and update of the IBMT Phase One Preliminary Readings booklet, issued to new board members for study prior to attending IBMT. This document is scheduled to be issued to the field in the first quarter of FY 2015.

## ALTERNATIVE SERVICE

Of the Selective Service System's two-part mission, mandated by the Military Selective Service Act (MSSA), the second part is less known. It is the agency's mission to be prepared to manage a program to classify young men as conscientious



objectors (COs) and place them in suitable non-military employment in the civil community. It requires that Selective Service provide men classified as 1-A-O COs a 24-month term of fully supervised alternative civilian service in lieu of military service.

Peacetime preparation to fulfill this mission involves planning to populate the alternative service employer network (ASEN) with eligible employers capable of employing alternative service workers (ASWs) in the six categories of employment approved in the MSSA. Potential employers are identified and provisional employment agreements are sought to increase the number of employer partners that may be called upon in any return to conscription.

Reaching out to potential employers and maintaining the relationship Selective Service has with those who have already agreed to become employers is a significant part of the peacetime efforts of the alternative service program (ASP). In addition to outreach to employers, there is also a solid and growing outreach effort to natural program constituents such as the historic peace churches and secular CO advocacy groups.

In 2014, Selective Service traveled to the annual Conservative Anabaptist Service Program (CASP) board meeting in Berlin, OH, to explicate the operations of Selective Service local boards during mobilization. The CASP operates under Christian Aid Ministries through an agreement with the Selective Service System, and provides an ethical, Selective Service System-approved place of employment for conscientious objectors to serve in case of a draft. Since its inception in 2005, 18 church constituencies have joined the CASP.

At this meeting, Selective Service successfully answered all questions, including the current status of the DLL in constituents' states of residence. In addition, Selective Service's presentation to the CASP meeting was recorded so that it can be edited and used to educate other agency staff (i.e., RFOs, state directors, ASP civilian staff) on representational duties with ASP's important constituency. The development of additional ASP mobilization and peacetime training materials continues as part of the ASEN development initiative.

Biannual webinar/teleconferences continued to be a viable and inexpensive way to keep the constituency apprised of progress on issues of concern. In addition, special emphasis or outreach sessions were scheduled when this constituency requested further discussion on any of the issues. In 2014, Selective Service focused on the topic of DLL in a special emphasis session. The joint support of the Associate Director for Public and Intergovernmental Affairs continued to ensure the success of outreach and follow-on sessions.

In addition to its usual pursuits, the ASP staff this year turned its attention to the 50th Anniversary Commemoration of Viet Nam. Working closely with the Associate Director for Operations, the ASP staff helped develop a plan to highlight the contributions of the conscientious objector community for this commemorative period while the agency simultaneously honors the service of military inductees. The plans included a traveling photo exhibition and an oral history initiative designed to capture the stories of people who came into contact with Selective Service during the Viet Nam Era, including COs, inductees, board members, staff at other federal agencies, and CO employers.





## SELECTIVE SERVICE IN THE 21ST CENTURY

For \$22,900,000, this agency provides the U.S. Armed Forces with a proven, fair and equitable capability to conscript young men and health care personnel when needed. Given the fiscal climate, budget continuing resolutions, sequestration, and U.S. Government shutdown, Selective Service has been very prudent in reducing its operational readiness while protecting its statutory missions. Selective Service's perennial national security responsibilities remain both necessary and relevant:

- To deliver untrained manpower and trained health care personnel to DoD when directed by the President and Congress, and
- To manage an alternative service program in the civilian community for those men classified as conscientious objectors by its boards.

Its budget assures America that this small, compact civilian organization stands ready to

satisfy its reduced readiness obligations. It is prepared for delivering untrained manpower and trained personnel to DoD when directed. Further, Selective Service is capable of managing an alternative service program for conscientious objectors. To perform these mandated responsibilities, certain collateral activities are necessary and must be in place today. So, ongoing peacetime registration of men as they reach age 18, the identification of and contact with suspected non-registrants to ensure compliance with the law, the maintenance of an active database of registrants, and the implementation of modest public awareness endeavors to highlight the legal registration requirement all remain necessary.

For a small investment, Selective Service provides America with a cost-effective, proven backup manpower mechanism for the all-volunteer U.S. Armed Forces. It is proud to continue providing national security dividends from a very modest investment – still serving in the 21st century!

# STATE DIRECTORS

As of September 30, 2014

Alabama	Ivan F. Smith
Alaska	Charles A. Smith
Arizona	Victor R. Schwanbeck
Arkansas	Richard L. Gassaway
California	Julie Lynn
Colorado	Edward L. Arcuri
Connecticut	Nathan G. Agostinelli
Delaware	Richard C. Cecil
District of Columbia	Donna F. Barbisch
Florida	Douglas R. Maddox, Jr.
Georgia	Larry D. Stewart
Guam	Gregory D. Perez
Hawaii	Andrew L. Pepper
Idaho	Michael D. Moser
Illinois	Richard E. Northern
Indiana	Brett A. Thomas
Iowa	Myron R. Linn
Kansas	Kenneth G. Fuson
Kentucky	Dennis K. Wilcutt
Louisiana	Everett J. Bonner
Maine	Averill L. Black
Maryland	Gregory J. McKee
Massachusetts	Stephen Valente
Michigan	Christine K. Constant
Minnesota	John D. Fitzgerald, Jr.
Mississippi	Pettis D. Walley
Missouri	Diane T. Cummins-Lefler
Montana	Scott T. Brodie
Nebraska	Robert J. Foley
Nevada	Francis P. Gonzales
New Hampshire	Robert E. Dastin
New Jersey	Frederick W. Klepp
New Mexico	Ezequiel L. Ortiz
New York State	Randall P. Kryszak
New York City	Paul A. Raimondi
North Carolina	Jim T. Davis III
North Dakota	Scott D. Rising
Northern Mariana Islands	<i>vacant</i>
Ohio	Raymond Orrand
Oklahoma	Owen M. Barnhill
Oregon	Herbert J. Sims
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	Bruce E. Henry
Texas	Claude E. Hempel
Utah	Neil R. Hansen
Vermont	William P. Cody
Virgin Islands	Warrington O. Tyson, Sr.
Virginia	Manuel R. Flores
Washington	John G. Asay
West Virginia	Jack E. Yeager
Wisconsin	John C. Cumicek
Wyoming	A. Brian Harmsen

**NOTE: The 56 state directors represent the 50 states, four territories (Guam, Northern Mariana Islands, Puerto Rico, and the Virgin Islands), the District of Columbia, and New York City.**

# REGISTRANTS BY STATE

As of September 30, 2014

	20 – 25 Year Olds Draft Eligible Men (Born 1989 – 1994)	18 – 25 Year Olds Entire Registrant Group (Born 1989 – 1996)
Alabama	198,887	237,124
Alaska	35,070	42,295
Arizona	297,140	375,087
Arkansas	126,544	156,139
California	1,530,966	1,860,603
Colorado	211,574	253,209
Connecticut	144,184	178,752
Delaware	41,593	51,879
Florida	845,073	1,054,096
Georgia	424,049	538,349
Hawaii	54,240	65,513
Idaho	72,194	89,901
Illinois	565,854	679,295
Indiana	259,888	314,395
Iowa	130,579	161,380
Kansas	130,458	163,189
Kentucky	174,208	211,711
Louisiana	202,267	253,696
Maine	51,002	61,505
Maryland	222,943	266,370
Massachusetts	244,713	293,715
Michigan	418,369	507,071
Minnesota	226,882	276,722
Mississippi	118,071	142,345
Missouri	244,044	297,368
Montana	38,375	46,526
Nebraska	74,389	90,971
Nevada	94,055	114,354
New Hampshire	63,713	75,794
New Jersey	352,933	429,644
New Mexico	92,034	110,277
New York	819,369	965,435
North Carolina	519,043	619,099
North Dakota	26,676	32,567
Ohio	519,510	633,520
Oklahoma	168,858	213,916
Oregon	143,501	172,774
Pennsylvania	478,233	579,767
Rhode Island	46,915	57,594
South Carolina	197,776	246,440
South Dakota	36,298	44,144
Tennessee	261,916	322,823
Texas	1,058,381	1,352,210
Utah	135,422	175,830
Vermont	23,979	28,885
Virginia	342,409	427,950
Washington	254,616	309,069
West Virginia	66,650	80,359
Wisconsin	223,579	267,939
Wyoming	21,987	26,856
Washington, DC	15,223	18,055
Northern Mariana Islands	7,467	8,723
Virgin Islands	4,848	5,508
Puerto Rico	140,760	172,350
Guam	7,611	8,803
Foreign	26,980	32,114
<b>TOTAL</b>	<b>13,234,298</b>	<b>16,202,005</b>



Selective Service System  
National Headquarters  
Arlington, VA 22209