

ANNUAL  
REPORT  
To the Congress of the  
United States  
Fiscal Year 2015



From the Director of the Selective Service System

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in accordance with the Military Selective Service Act, 50 U.S.C. App. 460(g).

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## A MESSAGE FROM THE DIRECTOR

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Again, in Fiscal Year (FY) 2015, a continuing budget resolution and constrained budget resources marked another exciting year for the Selective Service System. Because a military draft has not been required in recent times and its employment in the foreseeable future is not anticipated, our national elected leadership, together with the national security community, desires Selective Service concentrate ever more keenly on the registration of young men – a core responsibility. This we have done.

Notwithstanding challenges, this small independent agency did achieve several successes. The registration compliance rate for the 18 year-of-birth (YOB) group is 73 percent, up one percentage point from Calendar Year (CY) 2013. These 18-year-old figures are important because the legal requirement is that a man must register within 30 days of his 18th birthday, so the figure represents our on-time compliance rate. Another important number is the registration compliance rate for the 20 through 25 YOB group, representing those men who are eligible to be drafted, is 94 percent.



I am delighted to report the backlog of public inquiries was only temporary, and a most acceptable one week average response rate has been maintained. Additionally, the independent FY 2015 Federal Information Security Management Act audit notes once again the absence of any material weaknesses. Further, in accordance with the Federal Managers' Financial Integrity Act, the annual independent financial audit also resulted in no material weaknesses for the eighth 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 civilian 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. Finally, today's Selective Service System 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

# SELECTIVE SERVICE SYSTEM SENIOR STAFF

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At the end of Fiscal Year 2015

**Lawrence G. Romo**

Director

**Edward T. Allard III**

Deputy Director

*Vacant*

Chief of Staff

**Rudy G. Sanchez**

General Counsel

**Richard S. Flahavan**

Associate Director, Public and Intergovernmental Affairs

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Associate Director, Operations and Information Technology

**Roderick R. Hubbard**

Associate Director, Financial Management and Chief Financial Officer

**Jerry Klotz**

Chief Information Officer

**Vernetta M. Fields**

Human Resources Officer

**Susan A. Cappel**

Manager, Data Management Center

**Thomas J. Kenney**

Region I Director

**Carlos M. Perez**

Region II Director

**John J. Wilber**

Region III Director

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## 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:

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

## 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.

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 healthcare 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.

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.

*Men 18 through 25,  
Register with the  
Selective Service System*



## STRUCTURE AND BENEFITS

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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 U.S. 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, 18,218 of the nation's 20,989<sup>1</sup> targeted high schools listed in our system have a registrar participating in the Selective Service high school registrar program, which represents an 87 percent participation rate based on Selective Service's registrar program statistics. 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.

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<sup>1</sup> High School Facts at a Glance: Number of Institutions. Across the United States there are 26,407 public secondary schools and 10,693 private secondary schools. (Digest of Education Statistics, 2001, Table 89), June 18, 2014. However, Selective Service only targets those schools which have male students; therefore, the number of high schools listed in our system is less than the total combined public and private secondary schools.

## BENEFITS TO THE NATION

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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

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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 2015 Budget

The enacted budget for FY 2015 was \$22.5 million, which was \$400,000 below the FY 2014 enacted budget amount of \$22.9 million.

<b>FUNCTION</b>	<b>FY 2015 AMOUNT</b>
Personnel Compensation and Benefits	\$12,654,407
RFOs Drill & Training Pay and Allowance	1,498,857
RFO Travel	118,637
Travel and Transportation of Personnel	157,619
Miscellaneous Rentals, Transportation, Subsidies, Utilities, and Courier Services	1,437,277
Communication Services	114,551
Printing and Reproduction	304,567
Other Services	3,074,799
Supplies and Materials	281,560
Postage and U.S. Postal Service	1,209,988
Furniture, Fixtures, Software, Telecommunications, Hardware and Equipment	1,611,551
Legal Counsel and Equal Employment Opportunity Services and Investigations	36,187
<b>TOTAL FOR ALL FUNDS</b>	<b>\$22,500,000</b>

### Anticipated FY 2016 Budget

The FY 2016 Selective Service System budget request is \$22.9 million, which is unchanged from the FY 2015 request and \$400,000 above the FY 2015 enacted amount.

## 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 for and 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) 2014, was 88 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 2014, the Selective Service national overall estimated registration compliance rate of 88 percent decreased five percentage points from CY 2013 for men ages 18 through 25 who were required to be registered. While Selective Service continues to employ data from the U.S.

Census Bureau, which can vary up to +/- five percentage points, the reason for the drop of five percentage points between CY 2014 and CY 2013 is the recent change in the methodology used to calculate more accurately the population estimates. For the 18 YOB group, the compliance rate was 73 percent, up one percentage point from CY 2013; the 19 YOB group was 88 percent, down one percentage point from CY 2013; and the 20 through 25 YOB group (the draft eligible group) was 94 percent, down three percentage points from CY 2013.

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, 2015, the agency received and processed approximately 68,000 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.

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.

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 2015. 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, established in September 1981, processes Selective Service registrations and maintains the computer database operations that support the agency's mission. 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 is accomplished by a seasoned workforce of 50 employees.

In the fiscal year ending September 30, 2015, the Data Management Center added another 2.3 million records to the database of men registered with the Selective Service System. Approximately 2.6 million file changes were made to these records, over 3.2 million letters and cards were printed and mailed, and just under 750,000 telephone calls were received, all in addition to other requirements associated with peacetime registration programs.

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. Nearly 750,000 calls are received each year at this center, with about 22 percent of the actions requiring assistance of an agent due to complexity and research. Approximately 78 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 2015, the Center prepared and mailed over 58,700 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-eight percent of the DMC's CY 2014 registration workload was processed through automation. However, its small data entry staff is still required to input nearly 385,000 transactions each year, including manual registrations, registrant file updates, compliance additions and updates, post office returns, and miscellaneous forms. The quality of this manual work is impeccable, with a 99.98 percent accuracy rate, 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 2015, 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 2015, 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, Puerto Rico, the U.S. Virgin Islands, and the District of Columbia.

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

**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 1,021,000 men were registered in CY 2014 through DLL. Although the states which have enacted this type of legislation comprise 77 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 2014, the primary means to improve the overall registration compliance rate continued to be assisting states in their efforts to enact DLL linked to registration.





Of all registrations for CY 2014 received through electronic processes, the three major areas of electronic registration reflect 42 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:

- 1,021,235 registered through driver's license legislation
- 576,102 registered through DoEd Pell Grant applicant matching

## 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-eight percent of registrations were received electronically during CY 2014 (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 2015, over 15,000 men were automatically registered through this interagency agreement.

- 463,101 registered using the Internet
- 24,995 registered through the DoD enlistment process
- 19,988 registered using telephone
- 16,665 registered through CIS immigrant matching
- 7,844 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 (<https://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, 2015, about 87 percent or 18,218 of the nation's 20,989 high schools listed in our system 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 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 2015, 146,997 names and addresses of suspected violators were provided to the DOJ.





- Rep. Charles Rangel (D-NY) introduced H.R. 1509 to amend the Military Selective Service Act to require the reinstatement of the draft whenever an authorization on the use of military force or declaration of war is in effect and to provide for the registration of women with the Selective Service System. The bill was introduced in the House on March 19, 2015. The House Committee on Armed Services referred the bill to the Subcommittee on Military Personnel on August 13, 2015, for consideration. No action to date.

- H.R. 2995 – Financial Services and General Government Appropriations Act, 2016, was introduced by Rep. Ander Crenshaw (R-FL) and passed on

July 9, 2015. Legislation remains without action by the House of Representatives as of September 30, 2015.

- S.B 1910 – Financial Services and General Government Appropriations Act, 2016, was introduced by Sen. John Boozman (R-AR) on July 30, 2015. Among other things, this bill funds the Selective Service System. It was referred to the Senate Appropriations Committee and placed on the Senate Legislative Calendar with no further action taken.

- California A.B. 82 – In February 2015, Assembly Member Cristina Garcia (D) introduced a second Driver’s License Legislation along with cosponsor Rocky Chávez (R) that would allow young men to register when they complete their driver’s license application. Similar legislation already exists in 40 states and four U.S. Territories and the District of Columbia. AB 82 was expected to facilitate the mandated Selective Service registration for over 200,000 California 18-year-olds each year. The bill was overwhelmingly passed through the California Assembly and Senate. However, the bill was amended into something which was of no practical use to Selective Service; thus Selective Service withdrew

## 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 three bills proposed in the 114th U.S. Congress and a bill introduced in the States of California, Maryland, Pennsylvania, and Nevada.

its funding. It was vetoed by Governor Jerry Brown on October 9, 2015.

- Maryland H.B. 196 – Sponsored by Delegate Kathryn Afzali (R), and cosponsored by Del. Benjamin Brooks (D), Del. Andrew Cassilly (R), Del. William Folden (R), Del. Barbara Frush (D), Del. Ana Sol Gutierrez (D), Del. Michael Jackson (D), Del. James Proctor, Jr. (D), Del. Haven Shoemaker (R), Del. William Smith, Jr. (D), Del. David Vogt III (R), Del. C.T. Wilson (D), and Del. Pat Young (D), the bill seeks to making specified provisions of law relating to the Motor Vehicle Administration’s collection and electronic forwarding of Selective Service registration information gender neutral and expanding their applicability to specified minors; repealing provisions relating to the refusal of an applicant for specified documents to consent to Selective Service registration; etc. The bill was referred to the Maryland House Environment and Transportation Committee on January 30, 2015.

- Pennsylvania H.B. 1520, was sponsored by Representative Stanley Saylor (R), cosponsored by Rep. Vanessa Brown (D), Rep. Dominic Costa (D), Rep. Garth Everett (R), Rep. Matthew Gabler (R), Rep. Jaret Gibbons

- (D), Rep. Seth Grove (R), Rep. Kristin Phillips-Hill (R), Rep. Rich Irvin (R), Rep. Harold James (D), Rep. Barry Jozwiak (R), Rep. Daniel McNeill (D), Rep. David Millard (R), Rep. Duane Milne (R), Rep. Thomas Murt (R), Rep. Bernie O’Neill (R), Rep. Harry Readshaw (D), Rep. Michael Regan (R), Rep. Bradley Roae (R), Rep. Mark Rozzi (D), Rep. Richard Saccone (R), Rep. Curtis Sonney (R), Rep. Judith Ward (R), Rep. Jeff Wheeland (R), and Rep. Melinda Fee (R). The bill amends Title 75 (Vehicles) of the Pennsylvania Consolidated Statutes, requiring compliance with Federal Selective Service requirements as part of application for learners’ permits or drivers’ licenses. The bill was referred to House Committee on Transportation on September 4, 2015.

- Nevada A.B. 131 was introduced by Rep. Philip O’Neill (R), Rep. Jim Wheeler (R), and Rep. Randy Kirner (R), and cosponsored by Rep. Derek Armstrong (R), Rep. John Ellison (R), and Rep. John Moore (R). The bill revises provisions governing the Department of Motor Vehicles and registration under the Selective Service System. It makes registration automatic when obtaining or renewing a driver’s license, driver’s permit, or identification card. It was passed through the State Legislature and approved by the Governor Brian Sandoval on May 14, 2015.



### *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. In addition, 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 2015, 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 the Administration and the Department of Defense has not expressed a current need for a military draft of untrained manpower and one is not anticipated for the today’s ongoing 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 directly.

### **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. Six 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 2015. National headquarters staff, joined by state and regional staff and RFOs, participated in convention exhibits, provided public service announcements, distributed high school publicity kits, and conducted focus group studies and outreach meetings.

### Exhibits

Selective Service manned an exhibit booth at 29 of the nation’s leading community-based and educational organizations’ annual meetings in FY 2015. 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:

- The American Association of School Administrators (AASA) – The School Superintendents Association
- AHORA Student Days, sponsored by Latino Magazine (Washington, DC and San Jose, CA)
- American GI Forum (AGIF)
- American Immigration Lawyers Association (AILA)
- American Legion (AL) National Conference
- American School Counselor Association (ASCA)
- Distributive Education Clubs of America (DECA)

- Hispanic DC Festival
- League of United Latin American Citizens (LULAC)
- National Association for the Advancement of Colored People (NAACP)
- National Association of Secondary School Principals (NASPP)
- 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 Federation of State High School Associations (NFHS) – National Athletic Directors Conference
- National Federation of State High School Associations (NFHS) – Winter Conference
- National Guard Association of the United States (NGAUS)
- National Hispanic Caucus of State Legislators (NHCSL) – National Summit of Hispanic State Legislators
- National School Boards Association (NSBA)
- National Soccer Coaches Association of America (NSCAA)
- National Urban League (NUL)
- Organization of Chinese Americans (OCA)
- Teachers of English to Speakers of Other Languages (TESOL)
- United States Hispanic Leadership Institute (USHLI) – National Conference (Miami, FL, Tucson, AZ, Atlanta, GA, and Chicago, IL)

**Television:** Six TV public service announcements were produced and distributed to 1,000 news directors in FY 2015. In addition, “Easiest Chore” was distributed twice to 800 stations, fall of 2014 and spring of 2015.

**Hispanic PSAs:** Selective Service produced three new Hispanic public service announcement (:30 sec) for use in the Hispanic markets. They were produced by *NewsTaco*.

### **High School Publicity Kit**

In February 2015, high school publicity materials were distributed as a kit nationwide to 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 2015 publicity material was tested in San Diego, CA, Birmingham, AL, and Jackson, MS, in conjunction with coordinated outreach meetings.

## **Radio and Television Public Service Announcements**

**Radio:** During FY 2015, Selective Service distributed six radio public service announcements to 6,000 news directors. Additionally, Selective Service distributed a new public service announcement radio package, “Help a Young Man be a Winner,” complete with 16 English and four Spanish announcer-read, public service announcements. Two sets of mailings were delivered to radio public service directors, totaling 12,000 packages.

## Outreach Meetings

Public Affairs made 139 outreach visits with educators, media, immigrant services, churches, and social service organizations in San Diego, Oakland, and San Francisco, CA; Birmingham, AL; Jackson, MS; and Indianapolis, IN, to help increase registration awareness in the lower compliance rate 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:

### San Diego, CA

- *Asian Journal* San Diego
- AVID Center  
(Advancement Via Individual Determination)
- CONNECT2Careers San Diego
- Boy Scouts of America – San Diego-Imperial Council
- East County Career Center
- Escondido Education COMPACT
- Extended Foster Care  
(A project of the County of San Diego Health and Human Services Agency, County of San Diego, and Live Well San Diego)
- Harold J. Ballard Parent Center
- Heartland Coalition – YouthBuild Program
- Horn of Africa
- International Rescue Committee San Diego
- Jewish Family Services – Hand Up Youth Food Pantry
- Just in time for Foster Youth
- Lawrence Family Jewish Community Center
- Media Arts Center San Diego
- Mental Health System, Inc. – North Inland Regional Recovery Center in Escondido

- National Association of Social Workers – California North County Lifeline
- Probation Department: Department of Research, Policy and Science
- Promises2Kids
- Roman Catholic Diocese of San Diego Youth Ministry
- San Diego LGBT Community Center
- San Diego Youth Services
- Second Chance San Diego
- StandUp For Kids
- Toussaint Academy of San Diego
- Turning the Hearts Center
- Union of Pan Asian Communities

### Oakland / San Francisco, CA

- African Advocacy Network, San Francisco
- African American Male Achievement, Oakland
- At the Crossroads, San Francisco
- Beyond Emancipation, Oakland
- Centerforce, Oakland
- Community Youth Center San Francisco
- Covenant House California
- Family Services Agency of San Francisco REACH  
(Realizing Employment and Creating Hope)
- First Place for Youth, Oakland
- First Place for Youth San Francisco Independent Living Skills – Schools Program
- Horizons Unlimited of San Francisco, Inc. – Lifeworks Employment Program
- Huckleberry Wellness Academies, San Francisco
- Huckleberry Youth Program – Community Assessment and Resource Center, San Francisco
- International Institute of the Bay Area, Oakland
- International Rescue Committee, Oakland
- Juma Ventures, San Francisco
- Juvenile Probation Services
- Oakland Youth Aspire
- Positive Resource Center, San Francisco
- Restorative Justice for Oakland Youth (RJOY) – School Programs
- Safe Passages, Oakland
- San Francisco Immigrant Legal and Education Network
- TechSF Emerging Mediamakers
- The Spot Oakland
- The Unity Council – Youth Employment Programs, Oakland

- Young Community Developers, Inc., San Francisco
- Youth Employment Partnership, Inc., Oakland
- Youth Spirit Artworks
- Youth UpRising, Oakland

**Birmingham, AL**

- A.G. Gaston Boys and Girls Club
- Alabama Career Center - Birmingham
- Alabama Possible
- Aletheia House
- Big Brothers Big Sisters of Greater Birmingham
- Birmingham City Schools
- Birmingham Education Foundation
- Birmingham Urban League, Inc. – Workforce Development
- Brother Bryan Mission
- Catholic Diocese of Birmingham in Alabama
- The Dannon Project
- Family Court - Alabama Unified Judicial System
- The Firehouse Shelter
- George Washington Carver High School
- Greater Birmingham Ministries
- Growing Kings, Inc.
- Hispanic Catholic Social Services
- The Hispanic Interest Coalition of Alabama
- Jefferson County Board of Education
- Jefferson County Career Training Center
- The Jimmie Hale Mission
- Outside In-School Program – Camp Fire Alabama
- Project HOPE – Family Connection, Inc.
- R.E.S.P.E.C.T. Organization – More Than Conquerors Faith Church
- Roebuck Hawkins Park and Recreation Center
- YMCA of Greater Birmingham
- Youth First, Division of Youth Services
- YouthServe Birmingham

**Jackson, MS**

- DREAM, Inc.
- Gateway Rescue Mission
- Hinds Behavioral Health Services
- Holmes Community College in Ridgeland
- Jobs for Mississippi Graduates, Inc.
- Mayor’s Youth Initiative – City of Jackson
- Metro Jackson Community Prevention Coalition
- Mississippi Community Education Center
- Mississippi Immigrants Rights Alliance
- Neighborhood Christian Center
- Pioneer Ministries, Inc.
- Southern Christian Services for Children and Youth, Inc.
- Stewpot – Youth Enrichment Program
- Youth Villages

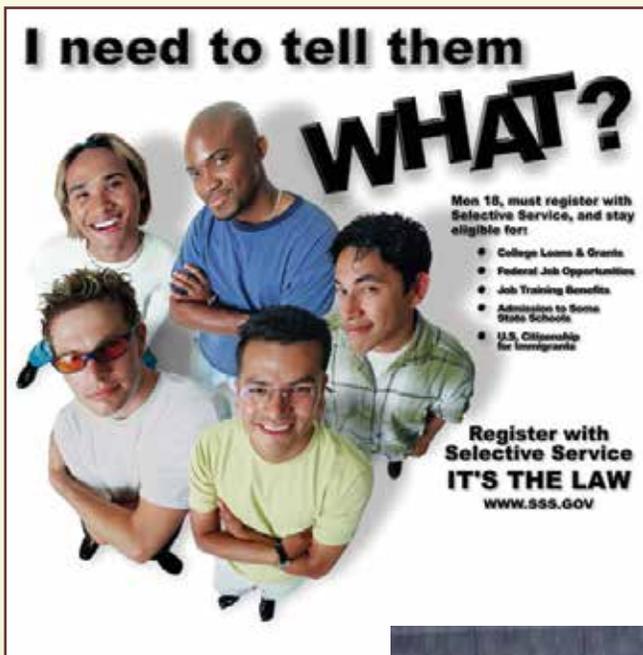
**Indianapolis, IN**

- 100 Black Men of Indianapolis, Inc.
- AIM (Aftercare for Indiana through Mentoring)
- Arsenal Technical High School



- Big Brothers Big Sisters of Central Indiana
- Boys & Girls Clubs of Indianapolis
- Child Advocates – Marion County
- Concord Neighborhood Center
- D.R.E.A.M. Alive, Inc.
- EmployIndy
- The Excel Center – Meadows
- The Excel Center – West
- Exodus Refugee Immigration
- Fathers and Families Center, Inc. – East Location
- Hawthorne Community Center
- Horizon House

- Immigrant Welcome Center
- Indiana Legal Services – Indianapolis
- Indiana Youth Group
- Indianapolis Mayor’s Office of Ex-Offender Re-Entry
- Indianapolis Metropolitan Police Department’s Explorer Program
- Indianapolis Public Schools
- John Marshall Community High School
- Keys To Work
- Marion County Commission On Youth, Inc.
- Mary Rigg Neighborhood Center
- National Association of Social Workers – Indiana Chapter
- National Federation of State High School Associations
- National Headquarters – The American Legion
- Northwest Community High School Center
- Outreach, Inc.
- Reach For Youth, Inc.
- RecycleForce
- Refugee Immigration Services – Archdiocese of Indianapolis
- Salvation Army Harbor Light Center
- The Salvation Army – Indianapolis
- Starfish Initiative
- Stopover, Inc.
- YMCA of Greater Indianapolis
- Youth Employment Services
- YouthWorks Indy



## Other National Outreach Activities

*Latino* magazine produced three separate issues of full-page Selective Service ads during the fiscal year. One issue included a full page story about California financial aid and the importance of men being registered with Selective Service in order to qualify for college loans and grants. In addition, “AHORA Day” educational workshops were held in four cities, San Jose, CA, Miami, FL, Atlanta, GA, and Washington, DC. For each event, Selective Service provided a speaker.

United States Hispanic Leadership Institute (USHLI) partnered with Selective Service to promote Selective Service registration awareness in Tucson, AZ, Atlanta, GA, Miami, FL, and Chicago, IL. United States Hispanic Leadership Institute 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, and new Region II Director, Carlos Perez, among others, were guest speakers at some of these events. Selective Service literature was passed out to the students.

Selective Service has enjoyed its first complete year of partnership with the National Federation of High School Coaches. Selective Service attended its annual meeting in New Orleans and exhibited at its national football and soccer coaches exhibits, stressing the importance of getting coaches involved with mentoring students about the importance of registration compliance. Selective Service had sports magazine registration ads and official “Rule Book” ads running for basketball, wrestling, football, and soccer. In addition, we were included on their sports website, as a partner. Additionally, we participated in rugby outreach and street basketball awareness efforts.

*NewsTaco* targeted influential social media readers who care about important Hispanic issues. *NewsTaco* used eight authored news stories in its social media newsletter and ran animated registration banner ads throughout the year. They also produced a three TV PSAs, in English and Spanish, for future use on Telemundo, Univision, and YouTube.

Selective Service continued its outreach efforts 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 a period of 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 Birmingham, AL, Philadelphia, PA, Charleston, WV, Boston, MA, and Washington, DC. The Globetrotters had a halftime, “Score for Points,” 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 promoted Selective Service registration in two summer league locations, Washington, DC, and New York, NY, during FY 2015. Hundreds of local kids participated in the two events for each city. Brochures and registration cards were provided to the players. The Street Basketball Association did local social media campaign with Twitter and Facebook,

promoting Selective Service registration. Nationwide, Street Basketball has a robust program of neighborhood basketball teams that compete annually. They strive to promote character, teamwork, and responsibility.

More than 133,000 high school coaches, 35,000 high school administrators, 45,000 athletic directors, 22,000 activities directors, and 20,000 high schools received an email promoting registration awareness for their students and athletes. A web banner resided on the National High School Coaches Association (NHSCA) site for the entire year. They aired a :30 second live-read radio PSA on their “High School Sports Hour” more than 100 times.

DECA, a national high school distributive education association, partnered with Selective Service in FY 2015. Its students had the opportunity to conduct independent public relations marketing campaigns about important issues of their choosing. DECA and Selective Service aired 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. In addition, DECA

tweeted an article entitled, “Selective Service Supports 2015 DECA Publication Relations Project.”

Tens of thousands of high school guidance counselors and other administrators serving as Selective Service high school registrars, staffers from organizations which Selective Service met in prior years’ outreach efforts, and Selective Service local board members each received bi-annual newsletters promoting registration compliance.

Selective Service attempted to partner with 48 college readiness Internet sites. All the websites were sent registration compliance information and registration links as a preparation step for high school students.

### Other Social Media Activities

In FY 2015, 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 10-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.



## 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 7,153 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) exhibit hosted in Baltimore, MD; National Association for the Advancement of Colored People (NAACP) in Philadelphia, PA; and the American Legion in Baltimore, MD. 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 (NASPP); 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); National Hispanic Caucus of State Legislatures; National Education Association (NEA); National Urban League

(NUL); National Guard Association of the United States (NGAUS); Arkansas American Legion State Conference; South Carolina Association of School Administrators; United States Hispanic Leadership Institute (USHLI) high school events; 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. Two hundred and two post office visits were conducted and 5,870 of 6,388 high school registrars (92%) were participating in FY 2015. 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 AHORA Now group at the San Jose College in San Jose, CA; staffed the Selective Service booth at the National Association of Secondary School Principals (NASPP) IGNITE 2015 Conference, which was held in San Diego, CA; manned an exhibit at the American Association of School Administrators (AASA) conference, held in San Diego, CA; participated in a live television interview followed by a phone-a-thon as part of the CA Student Aid Commission outreach effort in Sacramento, CA; conducted a short television interview with PCTV, Channel 22, covering Pierce County, WA; staffed a Selective Service booth at the All Sports Expo, which was held in Ontario, CA; manned an exhibit at the American School Counselor Association (ASCA) in Phoenix, AZ; staffed the Selective Service booth at the National Association of Latino Elected and Appointed Officials (NALEO) 2015 Annual Convention conference held in Las Vegas, NV; conducted an outreach presentation with the Silicon Valley Young Democrats; and manned exhibits at the American GI Forum in Millbrae, CA; the Organization of Chinese Americans (OCA) held in San Francisco, CA; the National Council of La Raza (NCLR) in Kansas City, MO; and the League of United Latin American Citizens (LULAC) in Salt Lake City, UT. Region III sent supplies to five correctional facilities, provided 700 Selective Service pamphlets to various schools and colleges, made 246 post office visits, and recorded 94 high school visits or contacts confirmed.

## Information Technology



Fiscal Year 2015 saw a number of improvements made to Selective Service’s information technology (IT) infrastructure. The Registration Compliance and Verification (RCV) system was enhanced; this four-year-old system replaced a legacy mainframe system that had been used to manage the Selective Service registration database since the 1980s. Also, the RCV system satisfied the security requirements of the Federal Information Security 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 2015 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 capabilities 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 federal mandate of moving to cloud-based hosting.

Selective Service also installed an updated custom application needed to manage its resources in support of military conscription. As of September 30, 2015, 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 a 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. The agency also updated its public website to give it a modern look that should appeal to young men of registration age.

## Human Resources

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 2015.

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 2015, 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 2015, 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, Employee Express, 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 2015, 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.

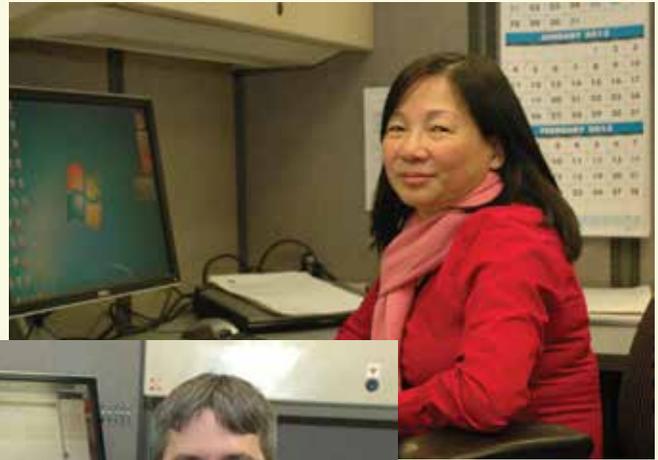
To support the President's efforts to hire more veterans, Selective Service continued to work with the Department of Veterans Affairs on the *VA for Vets* initiative. This included executing a formal agreement, signed by the agency's Chief of Staff and VA's Assistant Secretary for Human Resources and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

Additionally, Selective Service completed an agreement with the Office of Personnel Management (OPM) 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. Also, the agency signed an agreement with OPM to access their Fingerprint Transaction System to accommodate the submission of requests for fingerprint checks by Selective Service and the Federal Investigative Services.

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

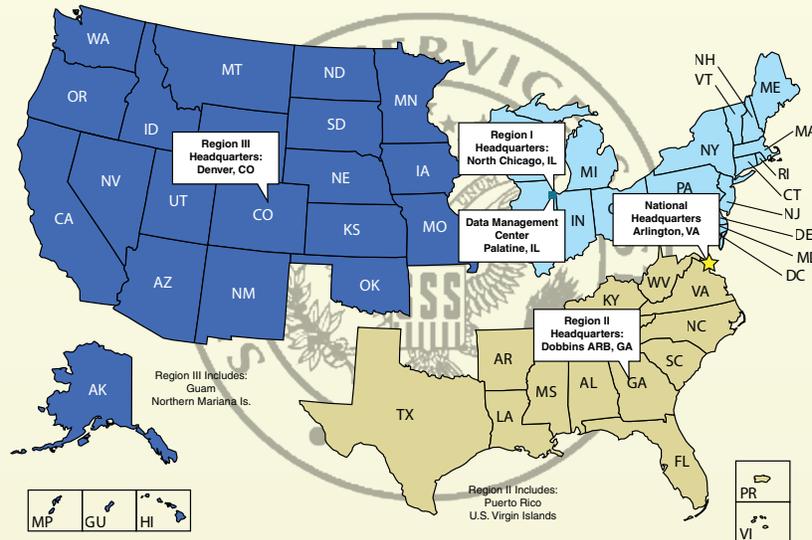
The agency's ability to perform its primary mission, to provide personnel in a future national emergency requiring conscription, is linked to its hundreds of part-time employees and thousands of volunteers throughout the country and U.S. territories. That link is maintained by the agency's three region 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 represented by more than 3,300 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, 181 new members were appointed to represent their communities. A total of 44 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 the 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 3,245 local and district appeal board members currently serving, with additional board

member appointments pending. During the fiscal year, Region II appointed 125 new board members; 59 board members retired after they reached the statutory limit of 20 years of service on their respective boards.

**REGION III HEADQUARTERS** is located in Buckley AFB, 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 is the largest of the regions, spanning nine time zones, and includes the rest of the Midwest (not covered by Region I), the Rocky Mountains, the West Coast, and Pacific territories. Region III 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.



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, Reclassifying, 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 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 2015, Selective Service verified the effectiveness of actions taken from its corrective action plan that resulted from the FY 2013 agency self-assessment. The corrective action plan increased the agency's operational efficiency while keeping the agency in substantial compliance with regulatory and policy requirements. The agency also conducted a review, evaluation, and update of all self-assessment checklists. The Selective Service is expected to conduct another full self-assessment in FY 2016.

## **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 recommended 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 2015, 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 2015, the agency conducted 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. During this workload study, national headquarters personnel used Arc-GIS mapping software to generate maps of all fifty states and territories showing realigned boards and relocated area offices down to the state and county zip code level. 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.

### **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 2015 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 objectives related to critical infrastructure support and restoration; ensuring the performance of essential functions and other critical elements of a viable continuity capability; and validating continuity communications systems. During the exercise, the agency also confirmed it could carry out its essential function of registration compliance from a remote site as well as testing an automated alert notification system. The agency was able to meet these continuity objectives over the course of the exercise.



Selective Service also successfully participated in ten DHS/FEMA communications exercises in FY 2015. The agency's consistent testing and reporting has resulted in it receiving a rating report card issued by the DHS/FEMA Testing Team rated as Green, meaning the highest percentage of compliance reported for the agency's existing continuity communications capabilities. 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.

### **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 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,

such as smartphones and tablets and multiple 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. In FY 2015, the online IBMT was updated to an easier to view and navigate format that was more easily deployable over multiple platforms and Internet browsers. 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. The training also contained links for participants to view documents and

records they would use during their active time as a board member. 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 2015, 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 hardship to dependents classification. This training gave board members a better understanding of the criteria registrants must meet to qualify for this classification, as well as the procedures board members must undergo when hearing and deliberating on this type of claim for exemption.

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 2015, the agency conducted a revision and update of the New Officer/State Director booklet, issued to New RFOs and state directors as part of their professional development training. This document was scheduled to be issued to the field in the first quarter of FY 2016.



## Alternative Service

Few Americans know that in addition to providing additional unskilled manpower to the Department of Defense in a war or other national emergency, the Selective Service System's second mission is to be prepared to manage a program to place young men classified as conscientious objectors (COs) in suitable civilian alternative service to the nation in lieu of military service. The Military Selective Service Act requires this 24-month term of fully supervised service in six approved categories of work to be consistent with the 24-month term of military service required of men drafted into the Armed Services.

Peacetime preparation for this second mission involves refining Alternative Service Program (ASP) operational plans, policies, and implementation strategies. Currently, strategies for populating the alternative service employer network (ASEN) with eligible employers are a priority. In peacetime, potential employers must be identified and, when possible, provisional employment agreements completed in an effort to increase the number of employer partners that may be called upon in any return to conscription.

Training Selective Service personnel to reach out to potential alternative service worker (ASW) employers, negotiate employer agreements, and develop and maintain relationships with the historic peace churches and the secular CO advocacy constituencies are significant peacetime initiatives for the ASP. Therefore, the development of additional ASP mobilization and peacetime training materials continues as part of the ASEN development initiative.

In 2015, ASP personnel once again traveled to the annual Conservative Anabaptist Service Program (CASP) board meeting in Berlin, OH. The ASP manager briefed the attendees on driver's license legislation and associated changes in the registration requirement for their constituent's youths. In addition, a request to better understand the differences between the way the draft operated during the Vietnam War and the way it would



operate in the future evolved into the main topic of the manager's brief for board members. The CASP operates under Christian Aid Ministries (CAM); in peacetime it is a volunteer disaster relief charitable organization. Through an agreement with the ASP, CASP plans to employ Selective Service's COs in its disaster relief and other programs in any return to conscription.

In August of 2015, the ASP national headquarters staff was invited to tour a New York City unit of a Christian Peace Ministries (CMA), a charitable operation of the Church of God in Christ, Mennonite. Selective Service has an employer agreement with CMA and this site is one the CMA wanted to ensure Selective Service could approve as an alternative service work location in a mobilization. This trip provided a rare opportunity for the ASP staff to participate in the actual process of approving a work site for alternative civilian service. The approval Selective Service gave was provisional because the Selective Service System has not been activated. In any future mobilization, the Selective Service System New York City staff would be required to review the then current work sites and conditions and provide final approval if the nature of the work and other aspects of the assignment still met Selective Service's standards.

The ASP staff was accompanied on this visit by the New York City state director and detachment commander. In addition to meeting representatives of a constituent group they would work with in a mobilization, this tour provided on-the-job training of sorts on a significant ASP mobilization activity. It is important that ASWs be assigned to appropriate employers and only to work that benefits the “national health, safety and welfare” as mandated in the Military Selective Service Act.

Biannual ASP constituent webinar/teleconferences continued to be a viable and inexpensive way to keep the constituency apprised of progress on issues of concern. In FY 2015, there were no special focus webinars. These are generally scheduled at the constituency’s requests.

The Directorate for Public and Intergovernmental Affairs continued to work closely with ASP to provide legislative updates and ensure the program’s constituency was



apprised of the status of any draft-related legislation in the Congress. Agency personnel from around the country are part of the webinar and learn by observation and participation how to speak to and care for this important constituency.

In addition to its usual pursuits, the ASP staff this fiscal year also turned its attention to the 50th Anniversary Commemoration of Vietnam. Working closely with the Associate Director for Operations and the Associate Director for Public and Intergovernmental Affairs, the ASP staff helped develop a plan to highlight the contributions of the CO community for this commemorative period while the agency simultaneously honors the service of military inductees and highlights its own role in that era. The plans include 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 Vietnam War as COs, inductees, agency personnel, or as staff at other federal agencies, and CO employers.

## SELECTIVE SERVICE IN THE 21<sup>ST</sup> CENTURY

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A dynamic operating environment demands frequent reassessment of our programs and priorities if Selective Service is to reduce operational readiness while protecting its statutory missions. The following legal mandates are its enduring rationale for continued existence:

- 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.

America can be assured that this small and compact organization stands ready to deliver 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 necessary 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 the very modest annual investment of \$22,500,000, Selective Service provides America with a cost-effective, proven backup manpower mechanism for the all-volunteer U.S. Armed Forces. Regardless of size, it is proud to continue providing national security dividends for a very little investment; Selective Service is still serving in the twenty-first century.



# STATE DIRECTORS

As of September 30, 2015

Alabama	Ivan F. Smith
Alaska	<i>vacant</i>
Arizona	Victor R. Schwanbeck
Arkansas	Richard L. Gassaway
California	Julie Lynn
Colorado	Edward L. Arcuri
Connecticut	Michael S. Davis
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	Anthony P. Libri, Jr.
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	Brian P. Barnes
Michigan	Christine K. Constant
Minnesota	William C. Barbknecht
Mississippi	Pettis D. Walley
Missouri	Diane T. Cummins-Lefler
Montana	Scott T. Brodie
Nebraska	Robert J. Foley
Nevada	Francis P. Gonzales
New Hampshire	<i>vacant</i>
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	Joseph C. Reyes
Ohio	Raymond Orrand
Oklahoma	Owen M. Barnhill
Oregon	<i>vacant</i>
Pennsylvania	John C. Williams
Puerto Rico	Michelle M. Fraley
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	<i>vacant</i>
West Virginia	Jack E. Yeager
Wisconsin	John C. Cumicek
Wyoming	A. Brian Harmsen

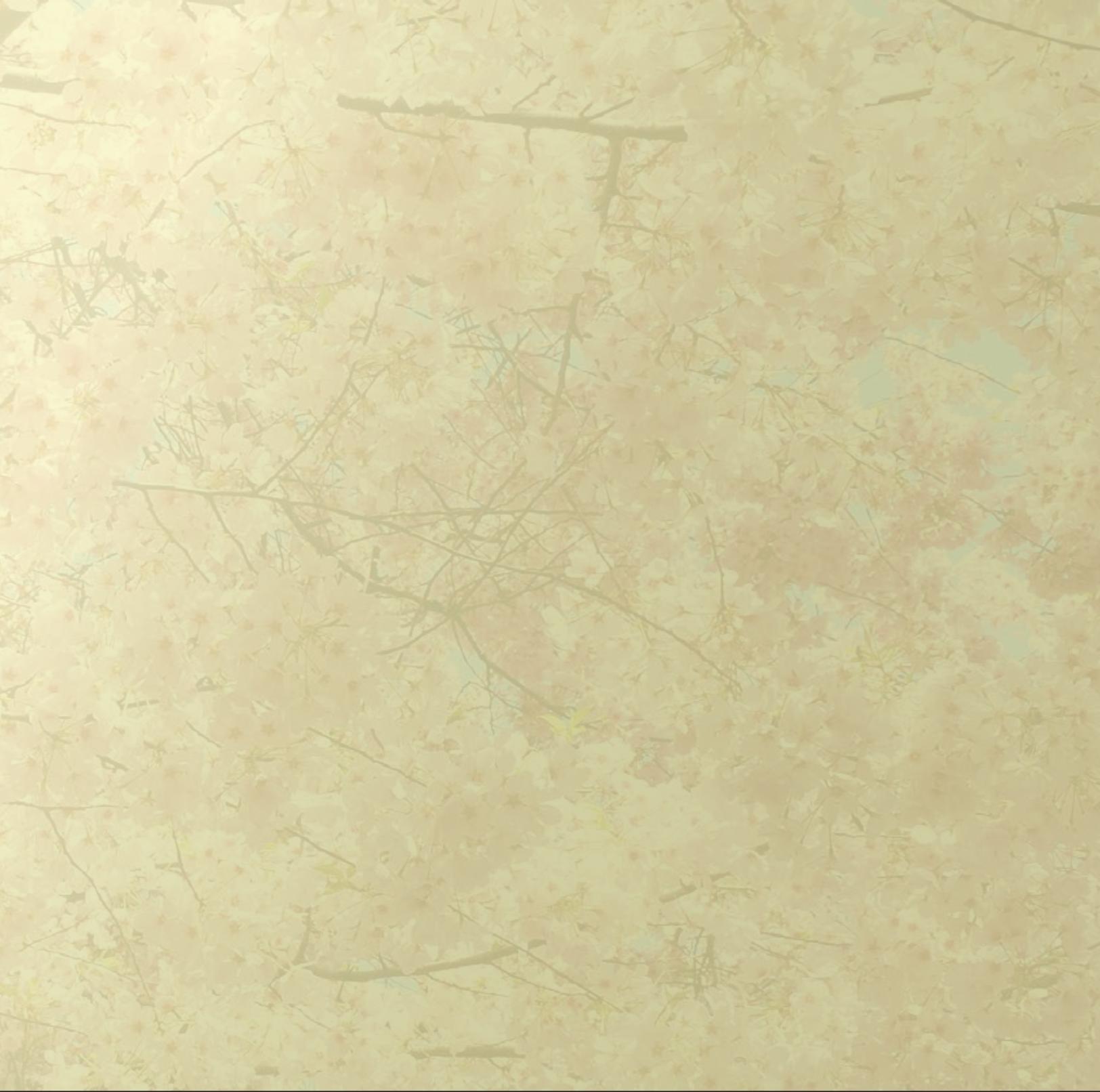
NOTE: The 56 state directors represent the 50 states, four territories (Guam, Northern Mariana Islands, Puerto Rico, and the U.S. Virgin Islands), the District of Columbia, and New York City.

# REGISTRANTS BY STATE

For Calendar Year 2014

	<b>20 – 25 Year Olds Draft Eligible Men (Born 1989 – 1994)</b>	<b>18 – 25 Year Olds Entire Registrant Group (Born 1989 – 1996)</b>
Alabama	200,903	247,711
Alaska	35,272	43,715
Arizona	302,765	394,073
Arkansas	128,075	163,768
California	1,541,136	1,930,315
Colorado	215,498	265,906
Connecticut	146,673	187,617
Delaware	42,200	53,696
Florida	857,201	1,093,782
Georgia	429,920	559,028
Hawaii	55,009	68,522
Idaho	72,894	94,362
Illinois	574,531	712,412
Indiana	259,888	314,395
Iowa	131,780	168,298
Kansas	132,217	168,901
Kentucky	175,931	222,085
Louisiana	189,664	247,394
Maine	51,306	64,164
Maryland	224,700	275,172
Massachusetts	246,371	305,892
Michigan	420,961	526,373
Minnesota	229,257	289,061
Mississippi	119,740	148,508
Missouri	246,094	310,780
Montana	38,865	49,126
Nebraska	74,940	94,931
Nevada	95,208	120,066
New Hampshire	64,692	79,423
New Jersey	355,531	447,587
New Mexico	93,233	115,357
New York	837,495	1,010,601
North Carolina	530,532	651,374
North Dakota	26,960	34,313
Ohio	525,019	663,909
Oklahoma	170,303	220,496
Oregon	144,148	181,158
Pennsylvania	483,951	607,952
Rhode Island	47,430	59,719
South Carolina	199,810	258,509
South Dakota	36,695	46,181
Tennessee	264,038	339,302
Texas	1,080,933	1,426,045
Utah	137,226	181,843
Vermont	24,104	30,125
Virginia	345,456	440,992
Washington	261,176	327,857
West Virginia	67,226	83,733
Wisconsin	226,021	279,689
Wyoming	22,082	27,967
Washington, DC	15,828	19,210
Northern Mariana Islands	1,852	2,297
Virgin Islands	4,947	5,751
Puerto Rico	141,554	176,976
Guam	7,725	9,135
Foreign	35,387	41,822
<b>TOTAL</b>	<b>13,393,444</b>	<b>16,902,602</b>

*NOTE: Totals above do not include registrations from American Samoa; Armed Forces Europe, Pacific, and Americas; Canal Zone; Federated States of Micronesia; Marshall Islands; and Palau. These areas combined bring the entire total to an additional 13,226.*



Selective Service System  
National Headquarters  
Arlington, VA 22209

