

ANNUAL REPORT

TO THE CONGRESS OF THE
UNITED STATES

FISCAL YEAR 2016



FROM THE DIRECTOR OF THE SELECTIVE SERVICE SYSTEM

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A MESSAGE FROM THE DIRECTOR

Working with a continuing budget resolution in Fiscal Year 2016, the Selective Service System experienced a challenging year, as many other small government agencies, to operate smarter and be more effective and efficient in ensuring its mission is accomplished.

Although a military draft has not been required in recent times and its need in the foreseeable future is not anticipated, our nationally elected leadership, together with the national security community, desire that Selective Service continue registration of young men, a core responsibility; enhance operational readiness in changing times; and employ evolving technological advancements in the way we do business. This has been accomplished.

In spite of current political and national challenges, this small civilian agency achieved several successes. To name one, the registration compliance rate for Calendar Year (CY) 2015 gained one percentage point over CY 2014 for the 20 through 25 age group, representing those men who are eligible to be drafted. That rate was 95 percent for CY 2015.

Additionally, I am delighted to report that our public inquiry backlog in the Data Management Center is at the lowest rate in six years, representing an acceptable ten-day average response rate. I attribute this to a stabilized workforce and some timely upgrades in hardware and software applications, and lifecycle capital investment.

Last, but not the least, the independent FY 2016 Federal Information Security Management Act audit notes, once again, the absence of any material weaknesses. Further, the Federal Managers' Financial Integrity Act, the annual independent financial audit, also resulted in no material weaknesses for the ninth consecutive year. Our goal remains to maintain these accomplishments.

Summarized in this report is the recent work of a small federal agency that does a big job for America. With minimal cost, its full-time civilian employees, part-time civilian State Directors and National Guard and Reserve officers, and over 11,000 unpaid civilian volunteer Board Members distributed across our nation, assure America will have a fair and equitable draft when needed.

Finally, today's Selective Service continues to serve as the founders of the all-volunteer military envisioned . . . as America's defense manpower hedge in a still dangerous and uncertain world. I am pleased and honored to lead America's Selective Service System, an independent agency, dedicated to upholding the rules of justice and fair play in all of its programs.



A handwritten signature in black ink, appearing to read 'L. Romo', written in a cursive style.

Lawrence G. Romo



SELECTIVE SERVICE SYSTEM SENIOR STAFF

AT THE END OF FISCAL YEAR 2016

Lawrence G. Romo

Director

Edward T. Allard III

Deputy Director

Mario A. Garza

Chief of Staff

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General Counsel

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Roderick R. Hubbard

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Human Resources Officer

Nicole F. Harris

Manager, Data Management Center

Thomas J. Kenney

Region I Manager

Carlos M. Perez

Region II Manager

John J. Wilber

Region III Manager



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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 the Selective Service System are:

- I. To be prepared to provide trained and untrained personnel, or professional healthcare 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. 3801 et seq.). It is America's only proven and time-tested hedge against underestimating the number of trained and untrained active duty and reserve component personnel needed in a national emergency. 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 service employer network 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, the Selective Service System 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. Currently, the agency is minimally staffed with 124 full-time equivalents (FTEs) and is dependent upon Reserve Force Officers, 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, and to facilitate the induction process.

To support registration, federal law, since 1980, 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. Managing a database of Selective Service registration records is one of the essential prerequisites to the agency's readiness requirement to conduct a draft.



Further, registering with Selective Service 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 government programs and benefits. The most current legislations supporting Selective Service registration are driver's license legislation within the states, territories, and the District of Columbia. Additionally, "Solomon-like" or "Thurmond-like" legislation exist in numerous states and a territory which link a man's eligibility for state-funded higher education benefits or state jobs to the federal Selective Service registration requirement. Collectively, these laws require compliance with Selective Service System before a man can be eligible for student loans and grants, security clearances, government jobs, job training, driver's licenses and identification cards in most states, and U.S. citizenship for the immigrant man.

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



STRUCTURE AND BENEFITS



district appeal board members. Then, there are the members of the national appeal board, who are appointed by the U.S. President. Their responsibilities are to decide the classification status of men seeking deferments or exemptions, based on conscientious objection, hardship to dependents, or their status as ministers or ministerial students, as well as postponements for college students finishing their current semester or college seniors enrolling for their last full academic year.

A diverse workforce of career, non-career, full-time or part-time employees, and uncompensated employees, and military personnel are dedicated to satisfying the agency's statutory goals of peacetime registration and preserving the capability to conduct national military conscription.

Selective Service is currently authorized 124 full-time equivalent civilian positions for administration and operations across its national headquarters, the Data Management Center, and three regional headquarters offices. The part-time employees include the 56 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 the 175 Reserve Force Officers (RFOs) 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. These RFOs 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, appointed by the Director of Selective Service on behalf of the U.S. President, who serve as volunteer local and

Further, the agency is fortunate to have private citizens who support our peacetime programs. Currently, 18,218 of the nation's 20,999¹ 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 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.

Selective Service'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, Marietta, 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.

¹ 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). 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

Upon completion of a major National Security Council's 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."

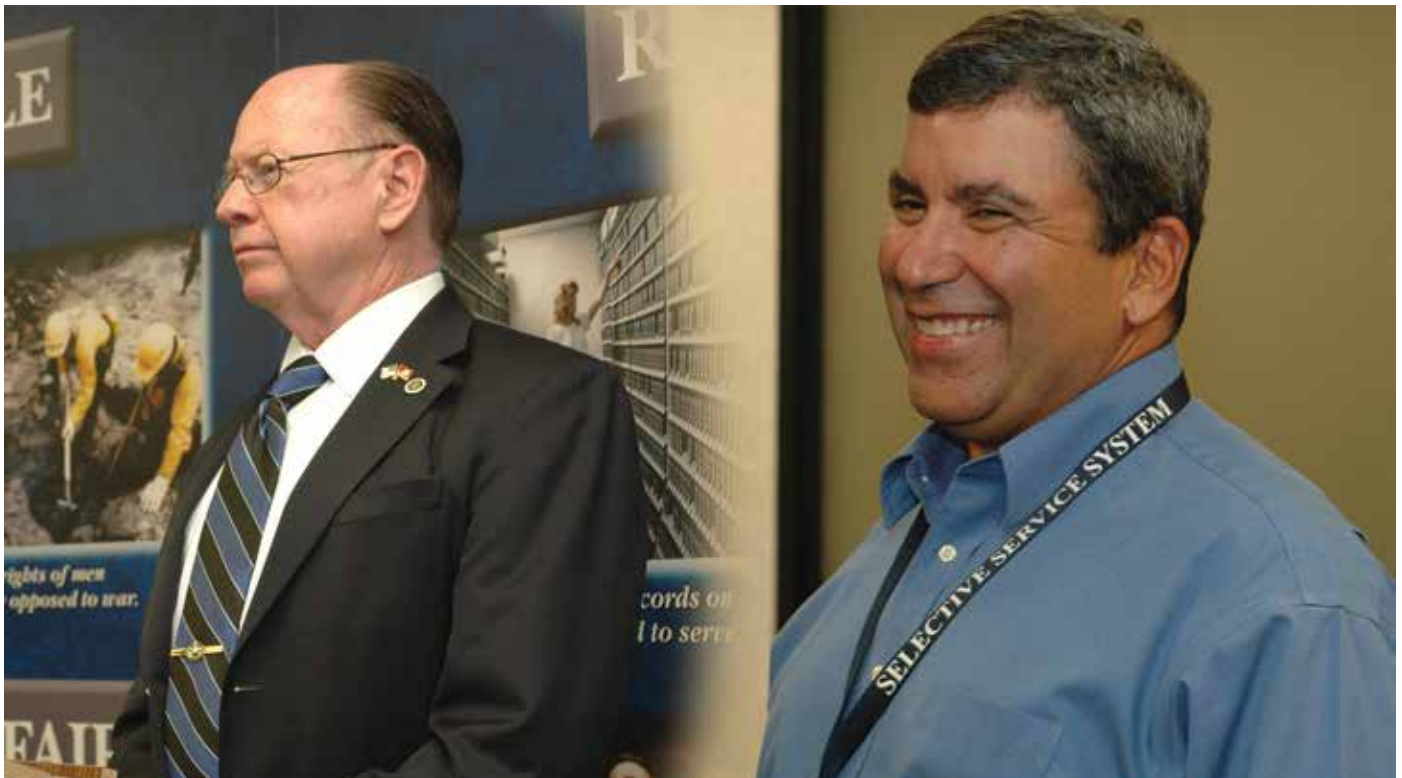
Next, "...terminating the Selective Service System and draft registration now could send the wrong signal to our potential enemies who are watching for signs of U.S. resolve."

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."

Secretary of Defense, Chuck Hagel, in May 2013, stated, "Registration provides a hedge against a catastrophe we do not yet anticipate...and reminding our youth that public service is a valid part of American Citizenship."

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 in a national emergency, and that it exhibits three important attributes: operates at very modest cost, ensures that any future draft will be fair and equitable, and can respond in a timely fashion. While registration is the only mission component publicly visible during peacetime, preparedness is equally crucial to foster timeliness, fairness, and equity, if Selective Service is directed to reestablish conscription. Minimum preparedness requires maintaining a classification structure capable of immediate operation during a national emergency, including an adequate cadre of personnel to reinstitute the full operation of the Selective Service System when directed.



CURRENT ACTIVITIES

Selective Service spends the bulk of its time on the day-to-day business of its current operations: registering 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, district, and national board members, registrars, state resource volunteers, State Directors, and RFOs.

BUDGET AND FINANCE

FY 2016 Budget

The enacted budget for FY 2016 was \$22.7 million, which was \$200,000 above the FY 2015 enacted budget amount of \$22.5 million.

FUNCTION	FY 2016 AMOUNT
Civilian Pay & Benefits	\$13,003,469
Military Reserve Officer Support Services	\$1,842,258
Agency Services (Government and Commercial)	\$1,831,369
Postage and Express Courier Services	\$1,443,255
GSA Occupancy Agreement (OA), Other Rent, Lease, Storage, and Maintenance	\$1,156,175
Program Contracts, Employee Services	\$1,109,711
IT Software and Equipment	\$1,105,957
Printing and Reproduction	\$314,941
Training, Travel, and Transportation of Personnel	\$288,252
General Supplies and Furniture	\$243,149
Communications Services, Utilities, and Facilities Operations	\$237,212
Strategic Initiatives	\$85,408
Legal and Equal Employment Opportunity Services and Indemnities	\$41,845
TOTAL FOR ALL FUNDS	\$22,703,000

Anticipated FY 2017 Budget

The FY 2017 Selective Service System budget request is \$22.9 million, which is unchanged from the FY 2016 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

CY 2015, the Selective Service national overall estimated registration compliance rate of 91 percent increased three percentage points from CY 2014 for men ages 18 through 25 who were required to be registered. For the 18 YOY group, the compliance rate was 72 percent, down one percentage point from CY 2014; the 19 YOY group was 88 percent, remained the same as CY 2014; and the 20 through 25 YOY group was 95 percent, up one percentage point from CY 2014. Note, the 20 - 25 YOY group is considered the draft eligible group for a conventional draft of "untrained" manpower. For instance, the first group to be called, in a sequence determined by the lottery, will be men whose 20th birthday falls during that year, followed, if needed, by those aged 21, 22, 23, 24, and 25.



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 mission to ensure the capability to provide manpower to DoD during a national emergency. An objective goal to meet this mission is to strive for and maintain acceptable registration compliance rates of at least 90 percent or greater for men ages 18 through 25. The Calendar Year (CY) 2015 estimated registration compliance rate for the 18 through 25 year-of-birth (YOY) group is 91 percent compliant.

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 a calendar year, of birthdays from January 1 through December 31. All other comparisons are discussed in fiscal year, to run parallel with the appropriation funding year. For

Primary factors contributing to registration compliance were: (1) enacting and implementing driver's license legislation (DLL) encouraging registration with Selective Service to obtain a driver's license, driver's permit, or an identification card; (2) using online registration through Selective Service's website, www.sss.gov, as a means to register (other than registering with Selective Service using the reminder mail-back forms, other electronic methods, paper forms available at the U.S. Postal Service, and the interactive voice response (IVR) system at Selective Service's call center); (3) soliciting volunteer Selective Service registrars; (4) partnering with U.S. Postal Service offices, the only universal source of availability of Selective Service registration forms; and (5) focusing on 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, 2016, the agency received and processed approximately 77,758 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 change of information form meet Office of Management and Budget's and Social Security Administration's privacy/identity theft requirements.

U.S. Male Citizens Living Abroad

A number of male U.S. citizens, age 18 through 25, living abroad are still required to register with the Selective Service System. These men are able to contact their U.S. embassy or consulate to register with Selective Service if they are not able to access Selective Service's website.

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 Innovation and Opportunity Act sites; National Farmworker Jobs Program; Federal Bureau of Prisons; State Correctional Institutions; Departments of Defense, State, and Transportation; the Office of Personnel Management; and 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 young men who have not registered and turned 19 years old in FY 2016. The first mailing is a reminder of men's civic obligation to register with Selective Service. 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 database maintained by the Department of Justice.

Data Management Center

The Data Management Center (DMC), 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; and 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. Such work is accomplished by a seasoned workforce of approximately 50 employees.

In the fiscal year ending September 30, 2016, DMC added 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 3.5 million letters and cards were printed and mailed, and just under 785,000 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. Approximately, 785,000 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. Alternatively, the status information letter may also confirm that an individual was not required to register and are in compliance with federal law regarding the Selective Service registration requirement. During FY 2016, the Center prepared and mailed over 53,000 status information letters to non-registrants. This achievement provides a valuable service to the public and serves as a critical tool for state and federal agencies in the administration of their entitlement programs.

Ninety percent of the DMC's FY 2016 registration workload was processed through automation. However, its small data entry staff was still required to input nearly 333,000 transactions during this fiscal year, which included 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 99.91 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 the Selective Service System's enterprise, despite the shift towards more electronic transactions.

During FY 2016, 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 assistance



in reviewing draft legislation, having a working agreement with the American Association of Motor Vehicle Administrators, and providing information management-related technical expertise.

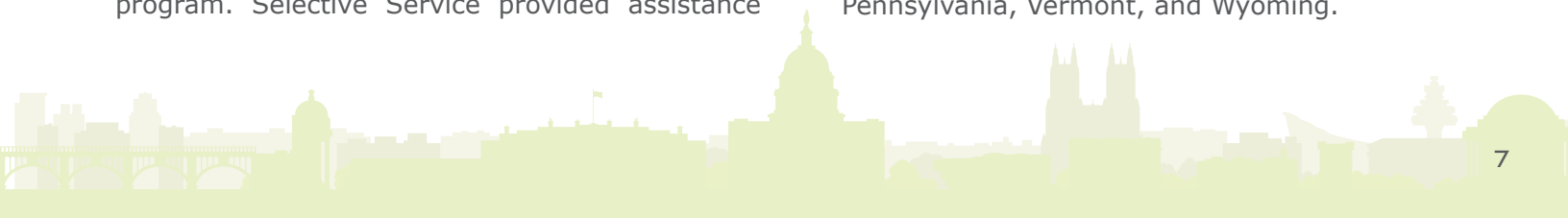
By the end of FY 2016, 40 states, 4 territories, and the D.C. have enacted driver's license laws supporting Selective Service registration. Ten states have no DLL supporting the registration requirement. One state currently has a bill sitting with its Senate Transportation Committee.

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

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

Draft DLL Bill introduced: Pennsylvania.

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 1,005,011 men were registered in FY 2016 through DLL. Although the states which have enacted this type of legislation comprise 76 percent of the nation's registrant population potential for the 18 YOB group and 76 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 FY 2016, the primary means to improve the overall registration compliance rate continued to be assisting states in their efforts to enact DLL linked to registration.

Electronic Registration

Working with funding constraints, Selective Service continued to employ and expand cost-effective programs 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. Ninety percent of registrations were received electronically during FY 2016 (which includes registration by DLL, Internet, Department of Education, telephone, DoD, Department of Labor, U.S. Citizenship and Immigration Services, Alaska



Permanent Fund, and the California Student Aid Commission).

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 2016, over 18,000 men were automatically registered through this interagency agreement.

Of all registrations for FY 2016 received through electronic processes, the three major areas of electronic registration reflect 43 percent from driver's license registrations, 22 percent from the Department of Education, and 22 percent from the Internet (www.sss.gov). Of those young men registering electronically:

1,005,011	registered through driver's license legislation
605,691	registered through DoEd Pell Grant applicant matching
508,420	registered using the Internet
22,430	registered using telephone
21,277	registered through the DoD enlistment process
18,775	registered through USCIS immigrant matching
8,670	registered through WIOA 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, 2016, about 87 percent or 18,218 of the nation's 20,999 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 that 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 Innovation and Opportunity Act, 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 increased 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. As of November 2016, a list of 169,939 names and addresses of suspected violators for FY 2016 was being prepared to be provided to the DOJ.



PUBLIC AWARENESS AND OUTREACH

While performing the spokesperson function for the agency, the Public and Intergovernmental Affairs (PIA) Directorate serves as Selective Service's communication hub with the general public, schools, professional associations, government entities, Congress, and the news media. In addition, PIA develops and manages a variety of communications-related programs and outreach. This directorate advises Selective Service's leadership on the public relations aspects of policies; monitors Congressional and state legislation of interest to the agency; assists individuals and organizations searching for Selective Service registration data and classification records; responds to all press inquiries and numerous requests received by emails, faxes, phone calls, and letters from the public and its elected representatives; explains agency positions to state and federal governmental bodies; and pursues an outreach network with community organizations and programs that work with registration-age men.

Under the community outreach umbrella, PIA also conducts upfront formative research to identify messages that resonate with primary and secondary target audiences, creates and disseminates public awareness information and public service announcements. The agency leverages an increasing number of media platforms to educate and inform young men and influencers about the importance of Selective Service registration, the local board member and alternative service programs through national conference exhibits, television, radio, print, billboards, the website, and social media venues.

Legislative Affairs

There were a total of ten bills proposed in the 114th U.S. Congress regarding some aspect of the Selective Service System or its programs.

- Although introduced during FY 2015, H.R. 1509 would 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 remains active. Rep. Charles Rangel (D-NY)'s bill was introduced in the House on March 19, 2015, referred to the House Committee on Armed Services' Subcommittee on Military Personnel on August 13, 2015, and to date no action has been taken.

- H.R. 4523, introduced on February 10, 2016, by Rep. Mike Coffman (R-CO), would repeal the Military Selective Service Act and thereby terminate the registration requirement and eliminate civilian local boards, civilian appeal boards, and similar local agencies of the Selective Service System. On March 4, 2016, it was referred to the House Committee on Armed Services' Subcommittee on Military Personnel where it remains without action.
- S.B. 2600, introduced on February 25, 2016, by Sen. Mike Lee (R-UT), is a bill to amend the Military Selective Service Act to provide that any modification to the duty to register for purposes of the Act may be made only through an Act of Congress, and for other purposes. On February 25, 2016, it was referred to the Senate Committee on Armed Services and no further action has been taken.
- S.B. 3041 was introduced by Sen. Rand Paul (R-KY) on June 9, 2016, as the Muhammad Ali Voluntary Service Act. It was referred to the Committee on Armed Services on June 9, 2016. The bill repeals the Military Selective Service Act along with any denial of a federal

right, privilege, benefit or employment position before its enactment. Presently, it remains unaddressed with the committee.

- H.R. 5485, the Financial Services and General Government Appropriations Act, 2017, was introduced on June 16, 2016, by Rep. Ander Crenshaw (R-FL), and passed by the House on July 7, 2016. Legislation remains without action in the Senate. This bill contains the Selective Service's annual budget for 2017.
- S.B. 3067, the Financial Services and General Government Appropriations Act, 2017, was introduced by Sen. John Boozman (R-AR) on June 16, 2016. Among other things, this bill funds the Selective Service System. It now awaits full Senate action.
- With the end of FY 2016, H.R. 5325, the Continuing Appropriations and Military Construction, Veterans Affairs, and Related Agencies Appropriation Act for 2017, was passed by the House and the Senate on September 28, 2016. It became PL 114-223 on September 29, 2016, and funds the U.S. Government through December 9, 2016.
- H.R. 5293, the Department of Defense Appropriations Act, 2017, introduced May 19, 2016, by Rep. Rodney Frelinghuysen (R-NJ), passed the House on June 16, 2016, with the provision to include females in Selective Service registration stripped out. At the end of FY 2016, it still was not passed by the Senate.
- S.B. 3000, the Department of Defense Appropriations Act, 2017, was introduced May 26, 2016, by Sen. Thad Cochran (R-MS). It includes a provision to include the registration of females with the Selective Service System. Because both the House and the Senate versions are different, the bills must go to a conference committee to resolve the differences. As of the end of FY 2016, the bill had not passed by the Senate and was replaced with S.B. 2943.
- S.B. 2943, introduced May 18, 2016, by Sen. John McCain (R-AZ), originated in the Senate as a replacement for S.B. 3000, the Department of Defense Appropriations Act, 2017. It passed the House and Senate on July 7, 2016, and does not include the registration of women with Selective Service. At the end of FY 2016, the committee staffs were resolving differences. It is noted that Section

528 of S. Rept. 114-256 requires the Defense Department to provide a report on the purpose and utility of the registration system under the Military Selective Service Act and that the U.S. Comptroller General will submit to the Armed Services Committees not later than December 1, 2017, a review of the procedures used by DoD in evaluating Selective Service requirements, among other tasks.

Report on Military, National, and Public Service

On December 23, 2016, the President signed into law S. 2943, the National Defense Authorization Act for FY 2017. Sections 551 – 557 established a National Commission on Military, National, and Public Service to conduct public hearings and report to the President and to the Congress on the following:

- (1) the need for a military selective service process, including the continuing need for a mechanism to draft large numbers of replacement combat troops;
- (2) means by which to foster a greater attitude and ethos of service among U.S. youth, including an increased propensity for military service;
- (3) the feasibility and advisability of modifying the military selective service process to obtain for military, national, and public service those individuals with skills (such as medical, dental, and nursing skills; language skills; cyber skills; and science, technology, engineering, and mathematics (STEM) skills) for which the nation has a critical need, without regard to age or sex; and
- (4) the feasibility and advisability of including in the military selective service process, as so modified, an eligibility or entitlement for the receipt of one or more federal benefits (such as educational benefits; subsidized or secured student loans, grants; or hiring preference) specified by the Commission for purposes of the review.

To assist the Commission in carrying out its duties, the Secretary of Defense will submit, not later than July 1, 2017, to the Senate and House Armed Services Committees a report on the current and future need for a centralized registration system under the Military Selective Service Act and on expanding the registration to include women.

The Commission has up to 30 months after its establishment date to issue its report of findings and conclusions.

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 2016, 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, protecting personally identifiable information (PII) and preventing cyber-attacks, investigations of federal government's contractors and their review of security clearances, job applicants' eligibility for public employment, a continued emphasis on government accountability, the President's Open Government Initiative, as well as the political issues of registering women with the Selective Service System and the fact checking of the candidates' registration status during election year.

The agency continues to assure the public that the Administration and the Department of Defense have not expressed a current need for a military draft and one is not anticipated for today's ongoing conflicts. Consequently, Selective Service streamlined its preparations and readiness to conduct a draft in accordance with guidance from our elected leaders.

Throughout the past year, Selective Service responded to an 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 for 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.

News and Social Media Coordination

Six English and two Spanish news stories were distributed nationwide to 10,000 daily and weekly newspapers and more than 700 Spanish newspapers. 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 2016. National headquarters staff, joined by state and regional staff and RFOs, participated in media coordination and convention exhibits, provided public service announcements, distributed high school publicity kits, and conducted focus group studies and outreach meetings.

Media Coordination

In early FY 2016, PIA coordinated Director Romo's trip to the states of Mississippi and Louisiana. With support from local State Directors and RFOs, Director Romo promoted the agency's missions and relayed the importance of the benefits linked to registration among males ages 18 through 25. He spoke at several significantly influential settings

in these states. Among these included several different media outlets, high school assemblies, and an NAACP-sponsored Battle of the Bands concert in Hattiesburg and Biloxi, MS, as well as New Orleans, LA.

Exhibits

Selective Service manned a total of 30 exhibits overall at some of the nation's leading community-based and educational organizations' annual meetings in FY 2016. This endeavor afforded Selective Service the opportunity to reach grassroots leaders who help carry back the registration message to their local communities. Selective Service exhibited at the following conferences nationwide:

- American Association of School Administrators (AASA) – The School Superintendents Association
- American GI Forum (AGIF) – National Conference
- American GI Forum – San Marcos State Conference
- American Immigration Lawyers Association (AILA)
- American Legion (AL) – National Conference
- American School Counselor Association (ASCA)
- Coalition for Juvenile Justice – National Disproportionate Minority Contact (DMC) Conference
- Congressional Black Caucus Foundation (CBCF)
- Distributive Education Clubs of America (DECA) – International Career Development Conference
- League of United Latin American Citizens (LULAC)
- Military Order of the Purple Heart
- National Association for the Advancement of Colored People (NAACP)
- National Association of Latino Elected and Appointed Officials (NALEO)
- National Association of Secondary School Principals (NASSP)
- National Association of Social Workers (NASW)
- 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 Meeting
- National Hispanic Caucus of State Legislators (NHCSL) – National Summit
- National Immigrant Integration Conference (NIIC)

- National School Boards Association (NSBA)
- National Soccer Coaches Association of America (NSCAA)
- National Urban League (NUL)
- Organization of Chinese Americans (OCA)
- SkillsUSA – National Leadership and Skills Conference
- Teachers of English to Speakers of Other Languages (TESOL)
- United States Conference of Mayors (USCM) – Annual Meeting
- United States Hispanic Leadership Institute (USHLI) – National Conference (Chicago, IL)
- United States Hispanic Leadership Institute (USHLI) – One-Day School Event (Tucson, AZ)
- Veterans of Foreign Wars (VFW) – National Conference

Radio and Television Public Service Announcements

Radio: During FY 2016, 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.

Television: Six TV public service announcements were produced and distributed to 1,000 news directors in FY 2016. Additionally, a new :30 second public service announcement, "Online Registration for 18-Year-Old Men," was released to more than 1,000 TV stations nationwide.

High School Publicity Kit

In September 2016, 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 were being encouraged to remind young men about their civic responsibilities to register and the importance of complying with the federal law.



Outreach Meetings

Selective Service public affairs team traveled to various largely populated areas ranking low in compliance rates for their young men registering with the Selective Service System. A total of 131 outreach visits were held with educators, media, immigrant services, churches, and social service organizations. Meetings were conducted with community organizations to raise awareness and garner support from influential community leaders to help promote the importance of registration. These outreach meetings also targeted media and influencers of minority, immigrant, and out-of-mainstream youths because many Selective Service non-registrants are from the immigrant and underserved communities. Meeting grassroots organizations help Selective Service reach young men who may not normally learn about registration in the schools or from family members. The message of registration compliance was emphasized 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 and follow-up material were sent.

Nationally, specific outreach and coordination meetings were held with the following organizations:

Boston, MA – April 2016

- Bay State Banner
- Black Ministerial Alliance of Greater Boston
- Boston Centers for Youth and Families (BCYF):
Division of Youth Engagement & Employment
- The Boston Pilot
- Boston Public High Schools, Guidance Office
- Bridge Over Troubled Waters Organization
- Children’s Services of Roxbury
- Dorchester Youth Collaborative
- El Mundo Boston
- Irish International Immigrant Center
- Irish Pastoral Centre of the Archdiocese of Boston
- La Semana Newspaper
- Massachusetts Housing & Shelter Alliance
- National Association of Social Workers –
Massachusetts Chapter
- Notre Dame Education Center – Boston
- Pine Street Inn
- The Post-Gazette
- Project Place
- The Sampan
- Senegalese Organization of Massachusetts,
Inc.
- Span, Inc.
- St. Francis House
- Teens Against Gang Violence
- United Way of Massachusetts Bay
- Vietnamese American Civic Association
- Work, Inc.

Providence, RI – April 2016

- Amos House Shelter and Services
- College Crusade of Rhode Island
- DownCity Design
- Juanita Sanchez Educational Complex for the
Providence After School Alliance
- Liberian Community Association of
Rhode Island
- Mills and Born Attorneys at Law
- National Association of Social Workers –
Rhode Island Chapter
- Pawtucket Red Sox
- Providence Catholic Charities
- Providence Public High Schools
- Providence Public Library
- Providence Recreation Centers
- Rhode Island for Community and Justice –
Juvenile Justice Policy Program
- Rhode Island Department of Elementary and
Secondary Education
- Rhode Island Indian Council, Inc.
- Rhode Island Kids Count, Inc.
- SER – Jobs for Progress
- South Providence Neighborhood Ministries

- Urban Collaborative Accelerated Program
- Young Voices

Milwaukee, WI – May 2016

- 100 Black Men of Madison, Inc.
- Big Brothers Big Sisters of Metro Milwaukee
- Centro Hispano
- Employment Opportunities
- Milwaukee Catholic Charities - Legal Services for Immigrants
- Pathfinders
- Silver Spring Neighborhood Center
- Spotted Eagle, Inc.
- Urban Underground
- Walker's Point Youth & Family Center
- Wisconsin Community Services
- Wisconsin Council on Economic Education

Madison, WI – May 2016

- Briarpatch Youth Services
- Bureau of Youth Services at Wisconsin Department of Children and Families
- Community Partnerships, Inc.
- Dane County Foster Care - Teen Life Skills Program
- Dane County Job Center
- Economic Justice Institute, University of Wisconsin Law School
- Employment Resources, Inc.
- Madison Metropolitan School District
- Madison Public Library
- National Association of Social Workers – Wisconsin Chapter
- Neighborhood House Community Center
- Office of the Governor
- Operation Fresh Start
- Wisconsin Education Association Council

Des Moines, IA – May 2016

- Bondurant City Office
- Bondurant Community Library
- Carlisle High School Counseling Center
- Centro Hispanic
- Clive Public Library
- Des Moines Area Community College
- Des Moines Catholic Charities
- Des Moines Public High School
- Evelyn K. Davis Center
- Freedom For Youth Ministries
- Iowa Immigrant and Refugee Resources
- Kirkendall Public Library
- Mayor's Office of Carlisle
- Mayor's Office of Clive
- Mayor's Office of Urbandale

- Mayor's Office of West Des Moines
- One Iowa
- Pleasant Hill Public Library
- Proteus, Inc.
- Society of St. Vincent De Paul
- Urbandale Public Library
- West Des Moines Public Library

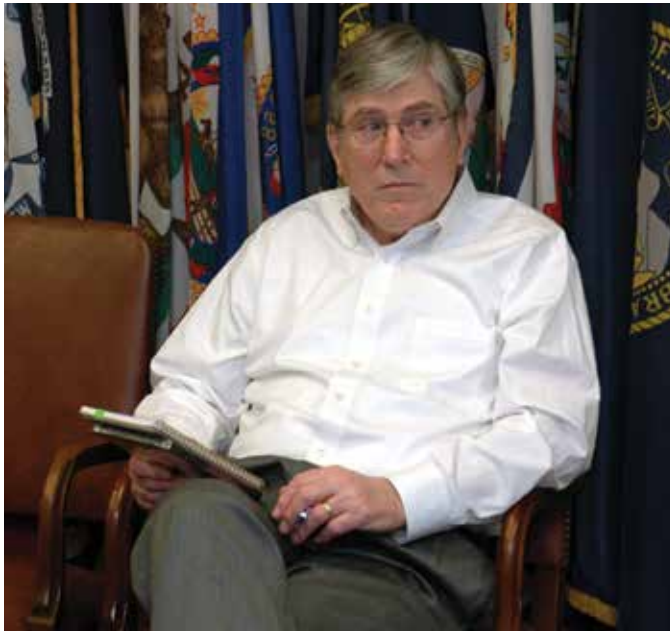
Denver Area, CO – June 2016

- ACCESS Housing
- The Action Center
- American Indian College Fund
- Arapahoe/Douglas Works! Workforce Centers
- Asian Pacific Development Center of Colorado
- Aurora Public Library
- Aurora Welcome Center
- Boulder Shelter for the Homeless
- Boys & Girls Clubs of Metro Denver



- Catholic Charities Immigration Services
- City of Boulder
- City of Brighton, Mayor & City Council Office
- City of Golden
- Colorado I Have A Dream Foundation
- Colorado UpLift
- Colorado Youth At Risk
- Comitis Crisis Center, Inc.
- Denver Indian Center Development Corporation
- Denver Street School – East Campus
- Denver Street School – West Campus
- Denver Workforce Center
- DenverWorks
- Father Woody's Haven of Hope
- Gang Rescue and Support Project: GRASP
- Greenwood Village City Hall
- Heart & Hand Center
- Jefferson County Public Schools Communications Services Department





- La Voz Bilingue
- Lakewood City Planning Department
- Lutheran Family Services
- Mile High United Way
- National Association of Social Workers – Colorado Chapter
- Open Door Youth Gang Alternatives
- Save Our Youth
- St. Francis Center
- Step 13
- Urban Peak
- Workforce Boulder County

Other National Outreach Activities

Latino Magazine produced three separate issues of full-page Selective Service ads and Selective Service-themed stories during the fiscal year.

United States Hispanic Leadership Institute (USHLI) continued to partner with Selective Service to promote Selective Service registration awareness. United States Hispanic Leadership Institute held conferences in three cities: El Paso, TX; Chicago, IL; and Miami, FL, for thousands of Hispanic high school and college youths focusing on personal development and enrichment.

Selective Service’s partnership with the National Federation of High School Coaches continued into this fiscal year. Selective Service attended

its annual meeting in Kauai, HI, and exhibited at its national football and soccer coaches exhibits in Baltimore, MD, 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.

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 an animated registration banner ads throughout the year.

Minor league baseball teams in the low-registration compliance markets of Providence, RI (MA/RI), Buffalo, NY, Jackson, MS, 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.

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.

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 biannual 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.

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, State Directors, and RFOs, who provided registration information to young men and/or their influencers.

Region I

In FY 2016, Region I staff, State Directors, and RFOs continued their efforts in registration awareness and compliance. The region maintained an 81 percent participation rate in the high school registrar program among the 7,158 public and private high schools within its purview. These schools, which are part of the agency's "Adopt-a-High School" program, encourage 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; National School Boards Association (NSBA) held in Boston, MA; Teachers of English to Speakers of Other Languages (TESOL) Baltimore, MD; 84th United States Conference of Mayors (USCM) held in Indianapolis, IN; National Association for the Advancement of Colored People (NAACP), Cincinnati, OH; Organization of Chinese Americans (OCA), Jersey City, NJ; National Urban League (NUL), Baltimore, MD; Buffalo Bisons Minor League Baseball in Buffalo, NY; 96th National American Legion Convention in Cincinnati, OH; Wrapping up the Fiscal Year with Congressional Black Caucus Foundation in Washington, DC. The Region I staff hosted a booth at a local community college's annual job fair "Jobapalooza" in Grayslake, IL, which provided resources and training for young men between the ages of 16 through 21 years of age. Registration materials were sent internationally to the Consulate Generals of the United States to assist young men with their requirement to register. The Wisconsin State Director staffed a booth and raised registration awareness at the annual Badger Boys State, a week-long youth program held each June to teach Wisconsin high-school students leadership skills and the workings of government. Region personnel also supported multiple Veterans of Foreign Wars and other community events throughout the region.

Region II

Region staff, State Directors, and RFOs reported successful efforts accomplished at their exhibit booth at the National Athletic Directors Conference; National Association of Secondary School Principals (NASSP); Re-Entry Workshop in Norfolk, VA; Distributive Education (DECA) Career Development Conference; National Association of Latino Elected and Appointed Officials (NALEO); Texas G.I. Forum; Arkansas VFW Conference; South Carolina Association of School Administrators (SCASA); National Association of Social Workers (NASW); SkillsUSA; American School Counselor Association (ASCA); League of United Latin American Citizens (LULAC); Veterans of Foreign Wars (VFW); Military Order of the Purple Heart; United States Hispanic Leadership Institute in Miami, FL. Three hundred and fifty-one post office visits were conducted and 5,870 of 6,388 high school registrars (92%) were participating in FY 2016. Region II also had 328 active state resource volunteers (SRVs) supporting a variety of outreach programs.

Region III

Region staff, State Directors, and RFOs manned an exhibit or attended conferences at the National Federation of State High School Associations (NFHS) — Coaches Winter Meeting in Kauai, HI; National Congress of American Indians (NCAI), in San Diego, CA; United States Hispanic Leadership Institute (USHLI) in Tucson, AZ; American Association of School Administrators (AASA) conference in Phoenix, AZ; Mexican American Opportunity Foundation (MAOF) in central Los Angeles; American GI Forum 68th annual mid-year conference in Colorado Springs, CO; a naturalization ceremony for new citizens in Denver, CO; Veterans of Cedar Valley, IA; and the American Immigration Lawyers Association (AILA) conference in Las Vegas, NV. Region staff also participated in an outreach/focus group campaign in the Denver metropolitan area. Region personnel also supported a variety of veteran service organizations events (American Legion, Veterans of Foreign Wars) meetings and events throughout the year. Two hundred twenty-eight post office visits were conducted over the year and the Region achieved an 87% rate for high school registrars in Region III participating in FY 2016. Region III also worked closely with Alaska public radio stations to provide daily public service announcements about the Selective Service System particularly in remote villages across Alaska.

INFORMATION TECHNOLOGY

Fiscal Year 2016 saw a number of improvements made to Selective Service's information technology (IT) infrastructure. The Registration Compliance and Verification (RCV) system was enhanced to improve security and to update the system's applications to ensure software life-cycle management.

The agency continued its efforts to ensure the data it's entrusted to maintain in support of a potential military draft remains secure. The FY 2016 Federal Information Security Management Act (FISMA) audit determined the agency was in full compliance with FISMA requirements – no deficiencies were reported. 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 platforms to ensure limited IT funds are spent on cost-effective services. During FY 2016, IT moved the RCV backup system into a FedRAMP-compliant cloud. This backup system provides for continuity of operations should the primary system suffer an outage or catastrophic loss; and it resides on a platform that meets FedRAMP security requirements.

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 Selective Service registration requirement prior to granting benefits such as federal/state student financial aid, job training under the Workforce Innovation and Opportunity Act, federal/state employment, and security clearances.



Also, as of September 30, 2016, the agency is preparing to move its telecommunication services (both voice and data) from the expiring NetWorx contract to the new Enterprise Infrastructure Solutions (EIS) contract as directed by the General Services Administration (GSA).



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 2016.

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 2016, 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 deferments or exemptions, based on conscientious objection, hardship to dependents, or their status as ministers or ministerial students, as well as postponements for college students finishing their current semester or college seniors enrolling for their last full academic year.

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 2016, the Selective Service System continued its extensive review process of its personnel and systems capabilities to maintain a high state of readiness for peacetime and in the event of a national emergency.

Human Resources 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, USA Staffing, 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 2016, 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 fulltime workforce and updated its training policy to enhance the alignment between its strategic goals and employee training.

Selective Service supports the President's efforts to hire more veterans and individuals with disabilities, as well as those with targeted disabilities. The

agency continued to work with the Department of Veterans Affairs on the *VA for Vets* initiative. In addition, an agency policy was drafted for hiring and retaining individuals with disabilities. Hiring managers were then educated on the veterans and special hiring authorities, to include Schedule A appointments, to promote the hiring of veterans and individuals with disabilities.

Additionally, Selective Service renewed an agreement with the Office of Personnel Management (OPM) to participate in the Pathways Programs. This agreement allows the agency to engage the next generation of workers seeking employment opportunities through the student intern, recent graduate, and Presidential Management Fellows programs. In August 2016, Selective Service hired two YearUp interns for Data Management Center. YearUp provides opportunities to urban young adults with the skills, experience, and support that will empower them to reach their potential through working in a professional environment.

Also, the agency renewed the 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.



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, Marietta, 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 eight civilian employees and is supported by 18 State Directors and 60 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 3,400 Selective Service local and district appeal board members, with additional board member appointments pending. Region I is authorized 3,620 board members, and, in this fiscal year, 274 new members were appointed to represent their communities. A total of 42 board members retired after they reached the statutory limit of 20 years of service on their respective boards.

Region II Headquarters is located in Marietta, GA, just outside of Atlanta, with a staff of eight 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 183 new board members; 46 board members retired after they reached the statutory limit of 20 years of service on their respective boards.

Region III Headquarters is located in Denver, CO, and serves as the base of operations for its eight 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.

OPERATIONS

The Selective Service System is prepared to serve the emergency personnel needs of the Department of Defense, if directed by Congress and the President. 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 193 days after Selective Service has received authorization to activate conscription and mobilize (M+193). 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 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, primarily adjudicating claims filed by registrants seeking postponements, exemptions, and deferments in accordance with national policies and procedures. Readiness training and operational planning and policies 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.

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 2016, 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.

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 2016 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 successfully participated in ten DHS/FEMA communications exercises in FY 2016. The agency's consistent testing and reporting has resulted in it receiving a "Green" rating report card issued by the DHS/FEMA Testing Team, 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 capability to continue 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 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

expanded 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. This provided for a training program that is adaptable, efficient, and cost-effective to deliver.

New local and district appeal board members were provided group-study initial board member training (IBMT), introducing them to their duties. In addition, computer-based and online versions of the IBMT were used in the regions. In FY 2016, 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 2016, 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 2016, 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 issued to the field in the first quarter of FY 2016.



ALTERNATIVE SERVICE



In FY 2016, the ASP Division developed new training modules to provide historical background and context for alternative service and conscientious objector beliefs. These modules help agency staff understand the importance of this mission and provide insight into how it should be managed during mobilization. In addition, important policy documents were revised and re-framed to bring ASP operational planning and policy into alignment with overall agency strategic plans.

The ASP Division was fully engaged in outreach to its constituency in this fiscal year. The biannual constituent update and outreach webinar/teleconferences continued to be a viable and inexpensive way to keep the constituency apprised

The peacetime goal of the Alternative Service Program (ASP) is to be ready to place men classified as COs in one of the six approved occupations: health care services, educational services, environmental programs, social services, community services, and agricultural work. Those classified as COs would then be placed in suitable civilian alternative service occupations with approved employers, and monitored during any return to conscription. Operational plans, policies, and implementation strategies are continuously reviewed for effectiveness. The development of strategies to populate the Alternative Service Employer Network (ASEN) with eligible employers in a mobilization remains a priority.

of progress on issues of concern. Further, outreach with the Conservative Anabaptist Community, Mennonite and Hutterite Peace Churches was achieved.

In addition to its programmatic responsibilities, the ASP staff continued to promote the agency's participation in the 50th Anniversary Commemoration of Vietnam. Public display banners were finalized and distributed to agency field offices for display at registration improvement activities.



SELECTIVE SERVICE IN THE 21ST CENTURY

America can be assured that this modest service organization stands ready to deliver trained and untrained manpower to the Department of Defense when directed. Additionally, Selective Service is capable of managing an alternative service program for conscientious objectors who would serve in the civilian community in lieu of military duty. To continue to protect its statutory missions, Selective Service continues to fulfill its responsibilities to the public by ensuring certain frameworks are in place today. These include processing peacetime registrations of men as they reach age 18, identifying and contacting known non-registrants reminding them of their civic

duty to ensure their compliance with federal law, maintaining an active database of registrants, and implementing public awareness endeavors to highlight the legal registration requirement.

For the very modest annual investment of less than \$23,000,000, 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 to provide national security dividends for very little investment; Selective Service is still serving.



STATE DIRECTORS

As of September 20, 2016

Alabama	Ivan F. Smith
Alaska	Allen Ezzell
Arizona	Victor R. Schwanbeck
Arkansas	Richard L. Gassaway
California	Julie Lynn
Colorado	Edward L. Arcuri
Connecticut	<i>vacant</i>
Delaware	Richard C. Cecil
District of Columbia	Barbara Pittman
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	Peter Duffy
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	Michael Kalberg
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	Phillip Murdock
Virgin Islands	Warrington O. Tyson, Sr.
Virginia	Manuel R. Flores
Washington	Carol Mills
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 2015

	18 Year Olds On-time Registration Eligible Men (Born 1997)	20 – 25 Year Olds Draft Eligible Men (Born 1990 – 1995)	18 – 25 Year Olds Entire Registrant Group (Born 1990 – 1997)
Alabama	19,236	198,754	246,367
Alaska	3,457	34,637	43,008
Arizona	45,584	306,980	400,538
Arkansas	17,291	127,292	163,720
California	161,777	1,548,056	1,929,551
Colorado	22,302	216,001	267,370
Connecticut	21,221	150,237	193,809
Delaware	5,693	42,038	53,680
Florida	114,959	851,363	1,091,470
Georgia	58,863	433,783	560,973
Hawaii	5,922	55,055	68,594
Idaho	10,283	72,725	94,401
Illinois	60,637	578,087	716,110
Indiana	29,699	262,711	328,906
Iowa	17,315	131,420	168,641
Kansas	17,520	131,502	168,209
Kentucky	20,405	175,109	221,527
Louisiana	28,842	200,550	259,441
Maine	5,575	50,143	62,831
Maryland	24,396	224,112	280,685
Massachusetts	26,304	247,623	309,528
Michigan	45,496	414,187	519,009
Minnesota	27,398	226,141	286,407
Mississippi	12,633	118,534	147,438
Missouri	28,264	243,798	307,999
Montana	3,769	38,061	47,421
Nebraska	8,758	74,206	94,229
Nevada	10,809	96,586	122,101
New Hampshire	6,210	63,907	78,380
New Jersey	38,800	354,465	446,141
New Mexico	9,182	91,450	113,218
New York	43,700	491,887	595,514
New York City	26,966	339,382	405,657
North Carolina	53,873	537,845	660,207
North Dakota	3,472	26,682	34,200
Ohio	62,714	521,381	660,207
Oklahoma	25,161	170,653	221,590
Oregon	14,599	143,094	177,861
Pennsylvania	51,588	480,389	601,706
Rhode Island	5,690	46,657	58,932
South Carolina	29,468	197,954	257,766
South Dakota	4,218	36,477	45,983
Tennessee	32,399	262,128	334,136
Texas	166,803	1,128,684	1,484,660
Utah	22,578	138,818	184,824
Vermont	2,570	23,415	29,348
Virginia	40,893	343,621	433,896
Washington	30,918	263,974	332,361
West Virginia	7,843	65,540	82,435
Wisconsin	22,163	223,089	276,915
Wyoming	2,669	21,774	27,665
Washington, DC	1,465	16,320	19,788
Northern Mariana Islands	171	1,883	2,304
Virgin Islands	367	4,797	5,649
Puerto Rico	14,780	139,316	174,057
Guam	570	7,657	9,087
Foreign	5,418	27,181	45,158
TOTAL	1,583,759	13,422,738	16,949,847





SELECTIVE SERVICE SYSTEM
NATIONAL HEADQUARTERS
ARLINGTON, VA 22209