



FISCAL
YEAR
2018

SELECTIVE SERVICE SYSTEM **ANNUAL REPORT**

TO THE CONGRESS OF THE UNITED STATES

FROM DIRECTOR DONALD M. BENTON



A MESSAGE FROM THE DIRECTOR



Director Donald M. Benton

It is a privilege to present to you the United States Selective Service System (SSS) 2018 Annual Report. This report describes the work of this important independent agency for the past year and provides insight into our goals for next year. We hope you find it informative.

During this year, my first full year as Director, we made tremendous advancements that greatly enhanced the agency's capabilities and readiness. We significantly improved registration messaging through both refined content and expansion of the modes through which we communicate. We became more adept at helping people to better understand the need for the Selective Service and the vital role we play in our nation's security. We seized opportunities to inform audiences, gain supporters, recruit community influencers, and attract volunteer local board members. Our message contained insights about the importance of our readiness, our fair and equitable selection system, our robust conscientious objector program, and the actual and symbolic value of registering.

I have had the opportunity and good fortune to meet with many organizations, community influencers, and students from all across the United States and

her Territories. Most were proud that they registered with Selective Service – many remembered their parents taking them to the Post Office to register. It was a pivotal moment for them – their passage into adulthood or “doing the right thing.” I was surprised how many people told me that registration “felt good” – they were “doing their part, even if in a small way.” I was extremely pleased that a sizable percentage of our over 10,000 volunteer local board members have joined our newly established Speakers' Bureau and committed to reach out to their local communities on behalf of Selective Service.

Our charge is to reach and register virtually every U.S. male ages 18 through 25, as well as non-citizen males within that age range living in the United States – documented and undocumented. To that end, we made great strides in educating and informing our audience of young men, and those who influence them, about the critical need to enhance readiness and provide manpower in a fair and equitable manner in the event of a national emergency. Our agency is considered small because of its budget and full-time workforce, but it performs an enormous mission having extensive impact and implications on the nation.

Our standing mission is to provide a rapid and robust response system in the event of a national emergency. In 2018, I directed our primary priorities to be 1) increased registration awareness and 2) enhanced readiness. The SSS team responded, demonstrating impressive accomplishments this past year. The agency implemented several new programs to increase awareness nationwide about the registration requirement, with a special focus on underserved and/or underperforming communities.

Let me share just a few of the agency's achievements this past year.

- We are now fully capable of accomplishing our mission if the President and Congress call upon us. For the first time in over 15 years, we successfully completed a series of mobilization


exercises to ensure we can perform our mission effectively and efficiently. The exercises helped identify areas for improvement enabling us to successfully fulfill our mission responsibilities.

- We worked diligently to secure a Fiscal Year 2019 budget increase – the first since 1983. When realized, it will allow us to make investments in our aging infrastructure and implement the Executive Order for technology modernization.
- With input from every agency employee, we completely revamped and rewrote our strategic plan and have a new vision, mission, goals, and objectives that set the course of the agency for years to come.
- We dramatically improved our IT capability to register millions of men more quickly and efficiently and added an email address and a phone number box to our registration form. Eventually, this one change will save thousands of dollars and allow us to mobilize much more rapidly.
- We conducted dozens of new outreach visits to regions with lower-than-average registration rates.
- We increased our social media presence significantly, moving from only two platforms to nine and breaking all-time agency records for our digital outreach.
- We direct mailed SSS education and promotion packets to every high school principal in the country and followed up with emails to each school.
- We conducted major public service and paid advertising campaigns to raise registration awareness. This included TV and radio PSAs, and print ads in and on buses, kiosks, and airport terminals all over America

The SSS mission has two pillars: 1) to provide personnel to the Department of Defense and 2) to manage an alternative service program for conscientious objectors. Year 2019 will be the year of alternative service. A major piece of the alternative

service program initiative is the expansion of our alternative service employer network (ASEN). In 2019, we are going to focus on identifying and building new relationships with potential partners, as well as renewing and updating existing relationships. In addition, throughout 2019 we will continue our laser focus on efficiently increasing the 18 year old registration numbers, especially in the Pacific West where we hope to locate an office to focus on this issue as well as provide an opportunity for modernized off site COOP capabilities.

More than ever, this country needs the Selective Service System. It serves as a reminder that freedom is not free. The process and act of registration is an extremely important element of our nation's defense and represents our resolve to stand united against all threats to our Republic. It remains a rite of passage for young men that, for some, echoes throughout their entire life. It is a critical thread in the fabric of public service. Our nation and society quietly rely on the preparedness level of the Selective Service System during peace time so we may respond quickly during periods of conflict. I am honored and proud to have the opportunity to lead the talented team at the Selective Service System and serve as its Director.



DIRECTOR

SELECTIVE SERVICE SYSTEM SENIOR STAFF

At the end of Fiscal Year 2018

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JOHN P. PRIGMORE

Deputy Director

WADI A. YAKHOUR

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VISION

We are a trusted, actively engaged National Defense partner, and the sole source of conscripted talent for national security in the event of a national emergency.

MISSION

To register men and maintain a system that, when authorized by the President and Congress, rapidly provides personnel in a fair and equitable manner while managing an alternative service program for 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 protection against underestimating the requirement for both trained and untrained personnel needed by the Department of Defense (DoD) in a national emergency. Because Selective Service has the mechanisms in place for conscription, it can implement a fair and equitable system of obtaining manpower from today's society-at-large to augment the all-volunteer force at such time of critical need. Per long standing Office of Management and Budget (OMB) and DoD guidance, the Selective Service System is required to provide the first inductees to DoD as close as possible to 193 days after conscription resumes. Its statutory mission also includes being ready to administer an alternative service program in lieu of military service for men classified as conscientious objectors (COs).

The Selective Service System is a civilian agency not part of 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 staffed with a civilian workforce and is supported by a cadre of military Reserve Force Officers, part-time personnel, and volunteers across the United States and its Territories. In the event of conscription, the agency will expand its workforce to fulfill all personnel aspects of mobilization.

A federal law requires virtually all men in the United States, and U.S. male citizens living abroad, to register with the Selective Service System within 30 days of their 18th birthday. By registering with Selective Service, every young man is reminded of his potential civic obligation to serve our nation in a time of an emergency. The agency manages a national database of Selective Service registration records, which is one of the essential prerequisites to its readiness requirement to conduct a draft. While registration is the most visible component during peacetime, mission readiness is imperative to foster fairness and equity if Selective Service is directed to reestablish conscription. Adequate readiness requires maintaining a system capable of immediate mobilization during a national emergency.

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



National Selective Service lottery, October 29, 1940

ORGANIZATIONAL STRUCTURE

Selective Service is authorized a staff of 124 full-time employees to support its national headquarters, Data Management Center, and three regional headquarters. The agency also has 56 state directors, who are part-time employees representing the 50 states, Guam, the Northern Mariana Islands, Puerto Rico, the U.S. Virgin Islands, the District of Columbia, and New York City. Additionally, each branch of the U.S. Armed Forces is represented by 175 Reserve Force Officers (RFOs), who are assigned to Selective Service to serve throughout the U.S. and its Territories.

Over 10,000 citizen volunteers, who serve on the local and district appeals boards, make up the largest and an important component of the Selective Service organizational structure. Their responsibilities are to decide the classification status of men seeking deferments, exemptions, or postponements in their respective communities. The uncompensated patriotic men and women who serve part-time as volunteer local and district appeals board members are appointed by the Director of Selective Service on behalf of the President. The national appeals board members, on the other hand, are appointed by the President and managed by the Director of Selective Service.

Additionally, tens of thousands of private citizens volunteer to support Selective Service's peacetime registration efforts. Selective Service reaches out to high schools to cultivate registrars to help promote Selective Service registration in the nation's schools. Selective Service also recruits the assistance from individuals who serve as volunteers on other Selective Service registrar programs at the federal and state levels, in addition to individuals who serve as state resource volunteers, to help boost Selective Service's registration compliance. These civic-minded volunteers remind America's young

men and their influencers of the legal obligation to register with the Selective Service System. By registering, men ensure their eligibility for federal and state benefits tied to the registration requirement. The public service provided by these registrars and state resource volunteers is an invaluable asset, which is important to the success of the agency's peacetime registration efforts.

BENEFITS TO THE NATION

Each Administration has preserved the Selective Service System and its programs because each knew that Selective Service is the only proven way to expand the U.S. Armed Forces in a national emergency. The Selective Service System exhibits three important attributes:

- it operates at very modest cost;
- it ensures that any future draft will be fair and equitable;
- it can respond to the nation's manpower needs in a timely manner.

While registration is the only mission component publicly visible during peacetime, readiness to respond is equally crucial to foster timeliness, fairness, and equity expected of the agency if Selective Service is directed to reestablish conscription. Preparedness requires maintaining numerous systems capable of immediate operation during a national emergency, including the personnel to reinstitute the full expansion and operations of the Selective Service System.



Selective Service - A national response framework

EXECUTIVE SUMMARY

While also registering men 18 through 25, Selective Service continually assesses its operations to enhance the effectiveness of its day-to-day business and readiness capabilities. This also involves planning and preparing for mobilization in the 21st Century. Over the years the agency has managed to meet its strategic goals even with a relatively flat budget since 1980, when it came out of deep standby. The agency stands ready to respond when called upon by Congress and the President.

There are two underlying components to our steadfast mission; that is registration and readiness. Registration is the vital active role the agency has interfacing with the American people; readiness is staying current with today's business processes and ensuring mobilization would be successfully carried out.

Registration – Selective Service has a strategic goal of reaching 90 percent for the national average. After processing the previous calendar year's registrations, it was estimated the registration rate for the 18 through 25 year-of-birth group was 91 percent, exceeding the strategic goal by one percentage point. Selective Service continued to employ and expand cost-effective programs to help young men register more quickly and easily in FY 2018. For instance, 90 percent of registrations were received electronically, with driver's license legislation being the number one registration method.

Readiness – It has been years since Selective Service conducted a full mobilization exercise, a lottery test was conducted early in FY 2018 to generate a full calendar year of lottery draft numbers. Then, next phase of the mobilization system was tested to verify its call and delivery process to send notices for induction that would only happen during an actual draft. By the end of FY 2018, Selective Service reports it is fully capable of implementing its readiness mission.



Agency leadership attends a 2018 training event

Mobile Connection – Selective Service anticipated the need for mobile and digital information and started collecting additional data. The agency is now receiving email addresses and phone numbers from registrants. This gives the agency the method to be able to electronically send induction notices during mobilization.

Strong Volunteer Force – With Year 2020 quickly approaching, many of our long-serving board members will have reached the end of their 20-year tenure. Selective Service has been ramping up its recruitment efforts. To garner further support from these patriotic volunteers, Selective Service has asked these dedicated board members to continue to serve as state resource volunteers to speak in their communities on the importance of registration with Selective Service. This source of volunteer pool already has the wealth of knowledge of the Selective Service mission to share within their local communities.

Modernization and Excellence – Selective Service has taken steps to modernize its systems, cutting cost and demand on personnel. In addition, the agency has invested in its employees' personal development to stay current with the latest business practices and career advancement. Selective Service has refined its efforts in hiring and retaining excellent employees to reach its goal of building a strong united team.

OVERVIEW

The Selective Service System has a venerable history of public service spanning two centuries of war, the Cold War, limited contingencies, and peace. For over 100 years, Selective Service and the registration requirement for America's young men have served as a back-up system to provide manpower to the U.S. Armed Forces during a time of national crisis. However, because there has not been a military draft since 1973, there are individuals who believe, innocently but incorrectly, that this agency has been disestablished, its important work terminated, and that men are no longer required to register. In addition to this public misconception, immigrants entering this country often miss or lack a full understanding of the Selective Service registration requirement. Regardless of the registration challenges which still exists, there have been many improvements to connect with men required to register.

READINESS

The agency's primary mission is to manage a conscription program for the U.S. Armed Forces, if authorized by Congress and directed by the President. To accomplish this mission, Selective Service has to be ready to execute a national draft lottery, issue induction orders to those registrants selected through the lottery, and arrange for their transportation to a Military Entrance Processing Station (MEPS) for testing and evaluation before induction into military service. At the same time, the agency must maintain the ability to operate an alternative service program for those young men who request and are granted conscientious objector (CO) status.

Once notified of the requirement to report to MEPS for induction, a registrant would have the opportunity to file a claim for deferment, exemption, or postponement. If a claimant were to be reclassified by his local board as a CO, he would have a requirement to serve in a non-military capacity for two years. The Selective Service System would place these alternative service workers with non-military employers and track their



Director Benton conducting an all hands meeting

fulfillment of two years of service in the alternative service employment network.

REGISTRATION

Registration is a critical component of Selective Service's readiness. Its mission is to provide trained and untrained manpower to the DoD in the event of a national emergency. If conscription becomes necessary, the maximum number of eligible men must be registered to assure the public of a fair and equitable lottery and induction process. Furthermore, through registration, 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's registration goal strives for a national rate of at least 90 percent for men ages 18 through 25. For Calendar Year (CY) 2017* the registration rate for the 18 through 25 year-of-birth (YoB) group was 91 percent, exceeding the goal by one percentage point.

** 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. All other comparisons are discussed in relation to the fiscal year, to run parallel with fiscal year budget appropriations.*

In FY 2018, the agency continued to refocus its registration and compliance efforts to account for the historical registration disparity among age demographics by re-targeting its outreach and registration efforts towards 17 and 18-year-old males rather than the entire 18 through 25 age cohort. The agency had previously reset the analysis of historical registration rates by age and current and historical state and local registration trends across all demographics, and then applied technical tools to assist with predictive assessments. In this way, Selective Service is now poised to better coordinate a comprehensive, layered approach to applying registration and outreach efforts against our most difficult age demographics.

Selective Service registration compliance efforts in FY 2018 were supported through longstanding processes, procedures, and agency initiatives. These support efforts included:

- (1) Ensuring and bolstering current driver's license legislation with over 40 states to encourage registration with the Selective Service System
- (2) Providing and ensuring multiple ways for men to register:
 - a. Online registration through Selective Service's website www.sss.gov
 - b. Paper registration forms available at U.S. Post Offices throughout the country
 - c. "Reminder" mail-back forms – generated by the agency's Data Management Center (DMC). These form letters are sent to registration-age men reminding them of their responsibility to register with the Selective Service System.
 - d. Registration through the interactive voice response (IVR) system at Selective Service's Call Center at the DMC
- (3) Cultivating volunteer Selective Service registrars who are tasked to inform 18-through 25-year-old men throughout the country of the legal requirement to register
- (4) Focusing on cost-effective registration awareness initiatives and outreach efforts to inform educational and community leaders, as well as influencer groups of the registration requirement

- (5) Partnering with the U.S. Postal Service, U.S. Department of Education, and other agencies to ensure both the opportunity to register is widely available and the resulting collected data is transferred

U.S. Postal Service Mail-Back Program

As of September 30, 2018, the agency received and processed 49,867 Selective Service registration forms through the U.S. Postal Service mail-back program. This vital program provides the means for



Data Management Center (DMC) mail operations

those young men who do not have access to the Internet, who do not have a driver's license, and/or who do not yet have a social security number to register with Selective Service.

U.S. Male Citizens Living Abroad

U.S. male citizens, including U.S. dual-nationality males, ages 18 through 25, living outside the United States are required to register with the Selective Service System. The Department of State and consular officers abroad assist with the registration efforts by accepting registration forms at our foreign posts on behalf of the Selective Service System. In CY 2017, Selective Service processed 23,554 registrations from foreign addresses.



New DLL pending in the North Dakota Legislature

Other Electronic Registration Opportunities

Selective Service continued to employ and expand cost-effective programs to help young men register more quickly and easily in FY 2018. For instance, 90 percent of registrations were received electronically, including 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.

With the cooperation of U.S. Citizenship and Immigration Services, immigrant men, ages 18 through 25, who are accepted for permanent U.S. residence may also become registered automatically with Selective Service. Those men of registration age who complete an application for an immigrant visa with the Department of State may be automatically registered as well. In FY 2018, over 15,000 men were automatically registered through these types of interagency agreements.

Driver's License Legislation

A sustained activity at Selective Service is to increase registrations through the highly successful driver's license initiative. The driver's license legislation (DLL) initiative was implemented in FY 2000 as a way to reverse the declining registration rate. The result has greatly reduced the annual number of compliance letters needed to be mailed to young men, which was also a cost savings to the agency and taxpayers. Registrations through DLL has become the number one registration method.

By the end of FY 2018, 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: Alaska**, California, Massachusetts, Nebraska, New Jersey, North Dakota, Oregon, Pennsylvania, Vermont, and Wyoming.

***Note: The Alaska Permanent Fund was created by the state of Alaska to pay Alaska residents a cash dividend from oil revenues. Under Alaska state law, 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.*

Nearly one million young men were registered through state DLL in those 40 states and 4 Territories, and the District of Columbia during FY 2018.

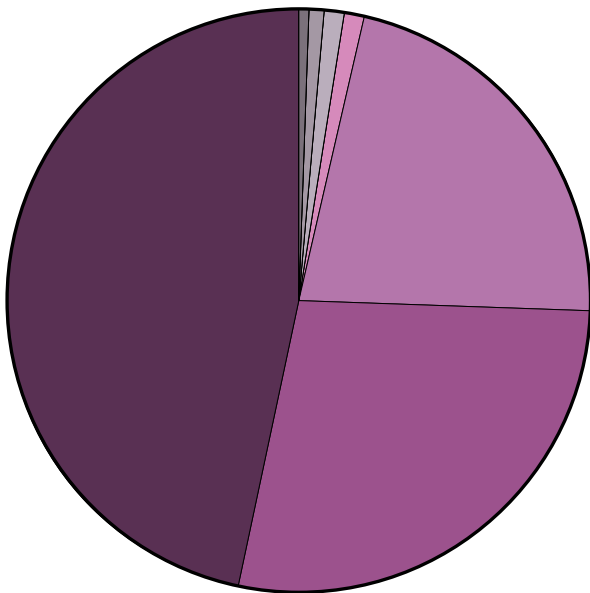


Director Benton assisting an 18-year-old to register

Men are actively encouraged to register electronically because it is a cost-effective, more accurate, and timely method of registering, as opposed to manually processing handwritten paper / card registration forms. Of all FY 2018 electronic registrations, 43 percent were from DLL, 25 percent from the Department of Education, and 20 percent

from the Internet (www.sss.gov). The number of men registering electronically are as follows:

- 976,720 registered through driver's license legislation
- 578,308 registered through Department of Education Pell Grant applicant matching
- 459,259 registered using the Internet
- 24,026 registered through the DoD enlistment process
- 21,850 registered using telephone
- 15,854 registered through U.S. Citizenship and Immigration Services immigrant matching
- 10,716 registered through Workforce and Innovation Opportunity Act job applicant matching



Registrar Programs

Thousands of high schools have an uncompensated volunteer registrar acting as a Selective Service information conduit. These high school registrars are authorized and encouraged 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 registration requirement with Selective Service. Registrars working with the high school staff are key influencers in creating registration awareness.

In addition, the agency continued to obtain registration assistance from 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.

Registration is the Law

Selective Service seeks registration, not prosecution. However, if a man fails to register or fails to provide evidence that he is exempt from the registration requirement after receiving Selective Service reminder and/or compliance mailings, his name is referred to the Department of Justice (DoJ) as required by the Military Selective Service Act. In FY 2018, 112,051 names and addresses of suspected violators were provided to DoJ. The Department of Justice will determine the requirement to investigate and/or prosecute an individual's failure to register.



Registration is the Law

OPERATIONS

The Selective Service System is prepared to serve the emergency personnel needs of the DoD, 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 DoD is 193 days after Selective Service has received authorization to activate conscription and mobilize (M+193). Thus, Selective Service's planning and training processes are vital components in fulfilling its two-part mission.



Alternative Service conducting a webinar

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 a core competency in any return to mobilization.

The Planning, Reclassifying, and Training Division manages the agency's board member program during pre- and post-mobilization operations. The board member program consists of uncompensated civilian volunteers who serve as local, district, and national appeals board members. These board members are trained by the agency on their duties and responsibilities, which primarily includes being prepared to adjudicate claims filed by registrants seeking postponements, exemptions, and deferments in accordance with the Military Selective Service Act, the Code of Federal Regulations, and other policies and procedures. Readiness training, operational planning, and policies for the agency are continually being updated to reflect the dynamic present day environment.

Readiness Training

A manpower network of over 10,000 volunteer personnel, consisting of local, district, and national appeals board members, as well as 175 agency Reserve Force Officers (RFOs), and 56 state directors, requires an element of readiness training to keep them informed and well versed to do their required duties. In this fiscal year, training efforts continued to be directed towards upgrading Selective Service's readiness training functions in an electronic training environment. Through emphasis in and expansion of online training capabilities, the agency continued to provide accessible training platforms, such as using smartphones, tablets, and multiple internet browsers. Selective Service online training allows nearly 24/7 access, meeting the needs of a diverse and expansive volunteer network.

In FY 2018, new local and district appeals board members were introduced to their duties through initial board member training (IBMT). Additionally, the online IBMT was updated to be easier to view and navigate, which was easily deployable over multiple platforms and internet browsers. Online IBMT encompasses all the relevant points of the



Review of the conscientious objector process

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 if the boards were activated during conscription. Online training provided a significant cost-saving alternative to face-to-face, in classroom training, as well as provided board members with more options for participating and completing their required training.

During FY 2018, continuation training continued to be available in group-study, self-study, and online formats for local board members and district appeals board members. The FY 2018 training focused on the registration classification and the alternative service program. This training gave board members a better understanding of the criteria registrants must meet to qualify for conscientious objector classification, as well as the procedures board members must undergo when hearing and deliberating on this type of claim.

Selective Service continues its on-going efforts to reduce hardcopy training material reproduction, but still has the requirement and capability to provide training for those volunteers who do not have access to the electronic training.

ALTERNATIVE SERVICE PROGRAM

The peacetime goal of the alternative service program is to be ready to place men classified as conscientious objectors (COs) in one of six approved occupations: health care services, educational services, environmental programs, social services, community services, and agricultural work. If conscription was reinstated, men classified as COs would spend two years (equivalent to the term of service of men inducted into the military) serving their country in alternative civilian service. Thus, operational plans, policies, and implementation strategies to meet this goal are continuously reviewed and revised for effectiveness and efficiency. The development of strategies to populate the alternative service employer network (ASEN) with eligible employers was identified as a priority in this fiscal year.

Operations Strategic Successes

To further ensure that Selective Service will continue to meet its mission and obligations in the foreseeable future, the agency reviewed its current strategic plan and is on track to achieve its current goals



Meeting with Peace Churches at National Headquarters

and objectives. The FY 2018 goals and objectives included: (1) ensuring the capacity to provide timely manpower to DoD during a national emergency; (2) maintaining the ability to call, classify, and deliver personnel; and (3) being prepared to administer a fair and equitable program of civilian alternative service in lieu of military service for registrants classified as conscientious objectors. Successes include the following:

- Selective Service conducted a rehearsal of the lottery system that resulted in the generation of a full calendar year of random sequence numbers (RSNs) that were entered into the centralized registration processing portal (CRPP). This was followed by a second exercise that demonstrated the merging of the RSNs, stored in CRPP, with registrants' file record stored in the registration, compliance, and verification (RCV) system. This enabled Selective Service to generate a series of "Orders to Report for Induction" notices for registrants with the RSNs of 001 to 050. Note, this process would only occur during a mobilization.

- Operations updated and renewed a five-year memorandum of understanding (MOU) with the Social Security Administration to include additional data that would increase online registration capabilities. The additional data provided for more accuracy in data matching for online registration and verification, as well as cuts the cost in dollars and time of manually entering data, handling paper registrations, and answering customer service calls. This was a collaborative effort by Operations and the Data Management Center.
- SSS Form 1 (registration form) and 3A/B (registration acknowledgment letter) were updated with the Office of Management and Budget (OMB). The SSS Form 1 update allowed for the inclusion of a phone number and email address for the first time in the agency's history, as well as a redesign in the cover artwork. Selective Service is currently working with OMB to update the SSS Form 2 (change of information form), and 3C (compliance form letter).



2018 lottery exercise

DATA MANAGEMENT CENTER



DMC call center registration check

Established in 1981, the agency's Data Management Center (DMC), based in North Chicago, IL, processes Selective Service registrations and operates the agency's database operation. When directed by Congress and the President, the agency's registration database would be used to facilitate the induction of men into the Armed Forces. In FY 2018, DMC added 2.3 million records to this database and performed more than 2.5 million file changes to existing records. The agency's database is continually maintained to ensure accessibility, accuracy, and network security. The broad range of DMC's work is accomplished by a workforce of approximately 50 employees.

The Data Management Center is also home to the agency's Call Center. At the Call Center, registrant information is updated, registrations are completed by telephone, general questions regarding Selective Service registration requirements or benefits eligibility are answered, and inquiries regarding specific correspondence are addressed. In FY 2018, over 558,000 calls were received at this center, with 27 percent of those calls requiring assistance from a contact representative due to complexity and research requirements. Approximately 73 percent of the agency's Call Center volume is handled by an interactive voice response (IVR) system, where telephone registrations and routine

registration verification inquiries are processed. The Call Center is bilingual, with live operators taking over 149,000 calls annually, and approximately 12 percent of those calls were handled in Spanish.

Another key component to the agency's DMC is its comprehensive mail logistics center. Receiving on average over 530,000 pieces of inbound mail annually, the mail center printed, assembled, and mailed over 3.4 million pieces of outbound mail in FY 2018. A small, but significant percentage of the mail center's outbound mailing was devoted to status information letters, or SILs. These letters are requested by men, who need to confirm

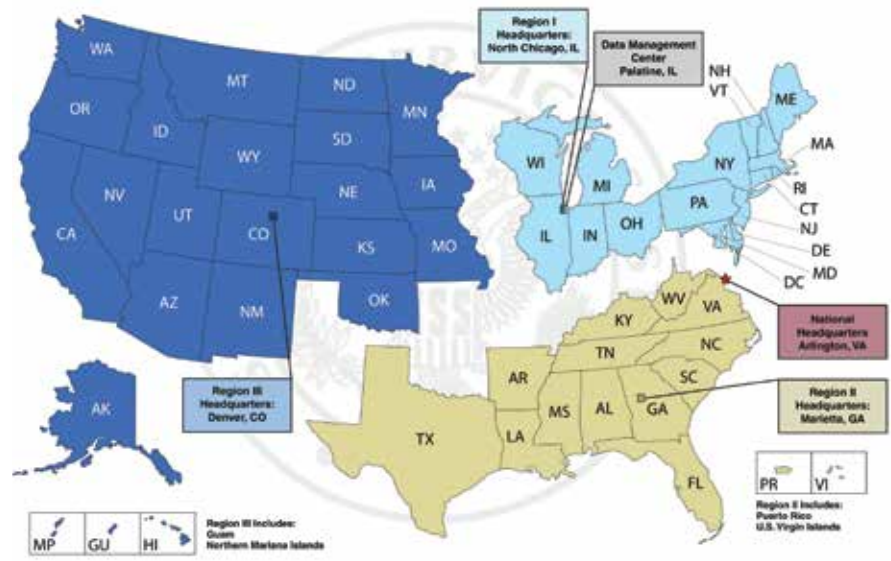
their Selective Service registration number, or who may have failed to register with Selective Service and are now past age 26. Other requests are from those seeking validation from Selective Service that they were not required to register due to date of birth, immigration entry dates, or visa status. Some of 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 SIL may also confirm that an individual was not required to register with the Selective Service, and is exempt and in compliance with federal law.

During FY 2018, the DMC prepared and mailed over 51,000 SILs to non-registrants, providing a valuable service to the public and assisting with their eligibilities for state and federal administration of entitlement programs.

Over 91 percent of the DMC's FY 2018 registration workload was processed electronically. However, the DMC staff was still required to manually key in over 250,000 documents during this fiscal year, which included entering paper registrations, making registrant file updates, making compliance additions and updates, processing post office returns, and handling miscellaneous forms. The quality of this

manual work is impeccable, with a 99.61 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 operations.

During FY 2018, DMC maintained the registration processing systems for driver's license legislation, as well as systems for processing registrations for Alaska Permanent Fund applicants.



Regional map of the Selective Service

Some of the major highlights for DMC in FY 2018 are as follows:

- DMC initiated electronic storage of registrant documents. DMC had previously microfilmed these documents and then sent the tapes to National Archives and Records Administration (NARA). The electronic storage of documents eliminated the cost of the tapes and the shipping expense to send tapes to NARA. At the same time, electronic storage allowed easier access for DMC personnel to view the images.
- Data Management Center additionally implemented FISMA recommendations to improve security measures and transport of PII data. All unencrypted tapes were destroyed from its secure facility. A contract was signed to securely transport RCV backup tapes to a better offsite location.
- Following the modernization directive of national headquarters, DMC updated the RCV database to accept email for the first time, which provides another method of communication with registrants other than direct mail in the future.
- Data Management Center is currently modernizing its mail center's infrastructure, and will convert to full-service intelligent mail barcoding for outgoing mail in FY 2019.

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 regional 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 state directors, RFOs, and civilian board members; and ensure the local and district appeals boards are populated. The regions directly support the agency's goal of increasing registration compliance through local registration awareness programs.



Region conducting outreach briefing

Region I Headquarters, located in North Chicago, IL, has a staff of seven 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 3,300 Selective Service local and district appeals board members, with additional board member appointments pending. Region I is authorized 3,620 board members, and in this fiscal year 318 new members were appointed to represent their communities. A total of 63 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 Reserve Force Officers. The region covers the southeastern and south central portions of the United States, consisting of 13 states and 2 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 more than 3,000 local and district appeals board members currently serving with additional board member appointments pending. During the fiscal year, Region II appointed 141 new board members, and 15 board members were selected to fill vacancies on district appeals boards. In addition, Region II has over 300 state resource volunteers who assist the state directors.

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 2 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 nearly 3,000 board members currently serving the agency.

Regional Activities at the Local Level

Board Member Training

The emphasis on delivering electronic board member training resulted in the improved training completion rates over the last several fiscal years. For instance, Region I lead the way for board member training with a total of 243 board members who completed the initial board member training (IBMT) and over 1,600 who completed continuation training (CT). They also had the following success rates for local board member compliance with three states reaching the 100-percent mark for operable boards and one state reaching 99-percent. Region II reported 139 new board members who completed IMBT and 851 board members who completed CT. Additionally, three states achieved 100-percent mark for operable boards including the Commonwealth of Puerto Rico after the devastating Hurricane Maria. Region III was also successful in local board member training and readiness activities by maximizing the use of online training. Region III reported 229 board members who completed IBMT online and 1,125 local board members who completed CT online, resulting in a 92-percent increase for IBMT and a 72-percent increase for CT from 2015, when online training was first introduced.

Exhibiting at the Regional Level

The regions participated in registration awareness outreach to civic and community centers, as well as participated in local and national exhibits. Exhibits impact a broad audience of registrants and influencers, and serve as a recruiting ground for vacant local board member seats across the nation and in the Territories, often coinciding with key leader engagement with senior agency leaders and the public.

Region I expanded on these efforts at the Capital Guardian Youth Challenge Academy Military Day in Maryland, the Michigan Superintendent's Conference, Ohio's Columbus VA Open House, County Fair, and the United State Air Force

Marathon that took place in Ohio. Presentations were given at Illinois federal prisons. Contacts were made with the Juvenile Detention Center and JROTC units in Washington DC and Rhode Island Department of Corrections. Additionally, public service announcements were distributed to several radio stations, which agreed to broadcast the Selective Service registration message. Region I continued to support registration compliance efforts by visiting Veterans Affairs clinics, displaying a registration advertisement at Cairns Arena in Burlington, VT, conducting a radio interview “Talk of the Town” in Michigan, and coordinating agency outreach effort in the state of Vermont.

Region II also reached out to communities in the southeast and south central portions of the United States to increase registration awareness. The region’s staff, state directors, and Reserve Force Officers reported successful efforts at the National League of Cities-City Summit in North Carolina; National Association of Counties’ Annual Conference in Tennessee; American Legislative Exchange Council’s Annual Meeting in Louisiana; and the Veterans of Foreign Wars and The American Legion in Arkansas. To increase registration awareness and its importance for 18-year-old men, Region II participated in the At-Risk Youth National Forum in South Carolina, National School Boards Association’s Annual Conference in Texas, and DECA International Career Development Conference in Georgia. Exhibiting at these venues provided an opportunity for young students to interact with members of the Selective Service staff to ask questions about registration.

Region III was at the forefront of reaching out to influencers in the rapidly-expanding mission to increase the registration rates of 18-year-old men through region staff, state director, and Reserve Force Officer’s participation in the National Athletic Director’s Conference and the GED Testing Service Annual Convention. Further efforts to capture those 18 year olds who “fall through the cracks” were addressed by participation in the National Conference on Ending Family and Youth Homelessness, the American Judges Association’s Annual Conference, and by exhibiting at, and supporting the Director’s address, at the National Council of Juvenile and Family Court Judges’ Annual Conference. This conference was so successful, the organizers secured a spot for Selective Service for their 2019 annual conference

before the 2018 conference had ended. Additional efforts included manning exhibits at the American Immigration Lawyers Association’s Annual Conference, The American Legion’s 100th National Convention, and the Veterans of Foreign Wars’ Annual Convention.

Registrar Partnering

State directors and RFOs enjoyed successful efforts in registration outreach partnering through the agency’s available high school registrars in public and private high schools in their respective geographic area of responsibility. The agency went through a review of its high school registrars’ database and discovered the program was antiquated. Through a major overhaul of the program, the agency formulated a plan to meet 90 percent high school registrars identified in the 32,000 public and private high schools in FY 2019 – 2022. The agency kicked off its registrar outreach effort by distributing the agency’s *The Register* newsletter to all available registrars to validate current registrars’ participation / contact information and initiated an updated high school kit in print and digital formats. In addition, regional staff, state directors, and RFOs conducted high school visits and several meetings with school / district officials to increase Selective Service’s presence within local schools.

Reserve Force Officers

The agency’s Reserve Force Officers – officers assigned to Selective Service from the Army Reserve, Air Force Reserve, Marine Corps Reserve, Navy Reserve, Coast Guard Reserve, and the Army National Guard – sustained annual active duty for training and individual development training requirements while also supporting outreach exhibits, local board recruitment, and readiness planning in FY 2018. All RFOs attained service-specific training and readiness requirements, with several officers recalled to active duty in support of DoD operational requirements and deployments, as well as natural disaster support in the states and territories, to include Puerto Rico. These RFOs remain the critical link between registration and mobilization, providing the foundational support in regional mobilization, area office and alternative service office stand up, training, capability assessment, and program evaluation during the critical days following future mobilization.

PUBLIC AND INTERGOVERNMENTAL AFFAIRS



Agency's national bus advertising campaign

the agency's leadership on the public affairs aspect of policies; assists individuals and organizations searching for Selective Service registration data and classification records; responds to press inquiries and numerous requests received by emails, social media, phone calls, and letters from the public and its elected representatives; explains agency positions to state and federal government agencies; and pursues an outreach network with community organizations and programs that work with registration-age men.

The Public and Intergovernmental Affairs (PIA) Directorate serves as Selective Service's communication and national outreach liaison with the public, schools, professional associations, community organizations, government entities, Congress, and the news media.

Public and Intergovernmental Affairs uses a variety of methods to disseminate its agency's registration message throughout the U.S. via the Web and social media, advertising, direct marketing, and relationship building with educational institutions and organizations with a service and community focus. The directorate conducts formative research to identify messages that resonate with primary and secondary target audiences to create and disseminate public awareness information and public service announcements. The agency leverages an increasing number of media platforms to educate and inform young men and their influencers about the importance of Selective Service registration, the local board member and alternative service programs through national conference exhibits, television, radio, print, billboards, its website, and social media venues.

In addition, PIA monitors congressional and state legislation of interest to the agency; advises

CONGRESSIONAL SUPPORT

In FY 2018, there were no bills introduced which addressed Selective Service. Selective Service continued to work with states to make the case for implementing driver's license legislation to streamline the registration process and enhance registration compliance.

Each year, the agency responds to numerous phone calls, emails, and even occasionally letters from individuals requesting help in determining their status with the Selective Service or reclaiming a benefit they may have lost because they failed to register. Many of these inquiries come through members of Congress or their staff directly to the Public and Intergovernmental Affairs Office.

Selective Service takes great pride in providing high-quality, quick turnaround for all congressional inquiries so members and their staff may respond back to their constituent's concerns. The agency gives these congressional requests a top priority. At the same time, PIA takes this opportunity to provide the congressional staff with information about the Selective Service mission and its role.



Director Benton briefs Kentucky Governor Bevin and Lt Governor Hampton

Additionally, the Director and his staff made visits to congressional offices throughout the year to inform members about Selective Service's role in supporting our national defense and to respond to questions and inquiries from members and their staff.

The Agency in the Public Eye

PUBLIC AFFAIRS AND COMMUNITY OUTREACH

The agency continues to reach out to all citizens, influencers, and men to inform them about the crucial role registration plays in our national defense. Not only does registration fulfill a civic duty, it is also tied to benefits and opportunities contingent upon compliance with federal law. The agency continues to reassure the public that neither the Administration nor DoD have expressed a current need for a draft, nor is one anticipated for today's ongoing conflicts.

Throughout the past year, Selective Service responded to a significant number of email and social media inquiries, correspondence, and phone calls from both U.S. citizens and non-citizens living in the United States and U.S. citizens living abroad, expressing concern about eligibility for benefits and programs subject to Selective Service registration. The agency continued to spread its message to immigrant men and community service 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 reaching and registering 18-year-old men, as well as men who have yet to

obtain a social security number. Selective Service continued to emphasize to these men, and community groups servicing these men, 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 Office received and answered a high volume of correspondence, including

congressional inquiries, Freedom of Information Act requests, and public inquiries, which were received by telephone, mail, email, and social media.

Registration Awareness through Media

Selective Service placed various public service announcements (PSAs) and stories in national and local print, radio and television outlets, and digital and social media platforms. Each articulated the importance of Selective Service registration. Radio, TV, and print media placements were made using North American Precis Syndicate (NAPS), a tool used by government agencies to disseminate information through national distribution of feature-oriented content to media outlets. Additionally the PIA team reach out to hundreds of television and radio stations to promote Selective Service PSAs. Selective Service re-issued radio clips to news and program directors, which included Spanish announcer-read PSAs. A television PSA was redistributed to news directors.

Selective Service expanded its message reach in highly populated cities with lower than average compliance rates by running bus and transit ads.

In FY 2018, Selective Service boosted its social media presence significantly by being more active, engaging with young men and their influencers. This strategy included an emphasis to share more current information and updates by using numerous social media platforms. The agency's social media presence touched the largest number of people in our history.

National Outreach and Public Awareness Initiatives



Director addresses the audience during an outreach event

Selective Service continued to foster and strengthen existing outreach partnerships and create new outreach vehicles to increase public awareness and provide information about registration and its impact. The agency Director spoke at numerous media events to reach key influencers and community leaders.

The national headquarters staff, as well as state and regional staff and Reserve Force Officers, participated in speaking engagements and media coordination events; staffed convention exhibits; distributed high school publicity kits to high school guidance counselors and other administrators serving as Selective Service high school registrars; and conducted outreach meetings.

Exhibits



PA Congressman Dwight Evans at a 2018 career fair

Selective Service set up exhibit booths at some of the nation's leading community-based and educational organizations' annual meetings in FY 2018. 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 meetings or conferences nationwide:

- American Immigration Lawyers Association (AILA) Annual Conference
- American Judges Association (AJA) Annual Conference
- American Legion (AL) – National Convention
- American Legislative Exchange Council (ALEC) Annual Meeting
- Distributive Education Clubs of America (DECA) International Career Development Conference
- Military Order of the Purple Heart National Convention
- National Alternative Education Association (NAEA) – At-Risk Youth National Forum
- National Association of Counties (NACo) Annual Conference
- National Council of Juvenile and Family Court Judges (NCJFCJ) Annual Conference
- National Federation of State High School Associations (NFHS) – Annual Summer Meeting
- National League of Cities – City Summit
- National Principals Conference
- National School Boards Association (NSBA) – Annual Conference
- Veterans of Foreign Wars (VFW) – National Convention

Outreach Meetings

Selective Service traveled to various densely populated areas ranking low in compliance rates. These outreach visits were held with educators, media, immigrant services, churches, and social service organizations. Selective Service completed its in-house focus group outreach to Washington DC and Vermont. The Director spoke with various state and territory officials to raise awareness and garner support from influential community leaders.



High school students registering

FOIA Improvement Act of 2016. Requests were answered in a timely fashion within the required deadline. Almost all of the requests were fully granted and reflected the agency's desire to increase disclosure and transparency to the public. Additionally, the agency's FOIA quarterly reports, FOIA annual report, and Chief FOIA Officer reports were prepared and posted on the public website.

Under the guidelines of the Extension of Forms per the Paperwork Reduction Act of 1974, the SSS Registration Form 1 extension was approved by OMB. Registrants are now able to include their phone numbers and email addresses. This will enable the agency to use today's technology to reduce costs and enhance notification capabilities.

Meetings were conducted with community organizations at the grassroots level through top officials at the state level 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 those 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 materials were sent.

Freedom of Information

The agency's Freedom of Information Act (FOIA) requests are now easier for the public to submit given the new National FOIA Portal required by the

To summarize, the specific accomplishments in FY 2018 are highlighted below:

- To make the case for implementing driver's license legislation to streamline registration and enhance registration compliance, information was provided to key state officials and legislators to initiate legislation efforts in Puerto Rico, Pennsylvania, and North Dakota.
- Selective Service completed its in-house focus group outreach to Washington DC and Vermont. Other meetings were arranged for the Director to speak with various state and territories officials to raise awareness and garner support from influential community leaders.
- Public service announcements (PSAs) were delivered to radio and television stations, as well as print media. Radio clips were re-issued to over 4,000 news and program directors, which included Spanish announcer-read PSAs. A television PSA was redistributed to over 1,000 news directors. Selective Service recorded radio spots touched 296 million; TV PSAs, 251 million; and print ads, 33 million.
- Selective Service ran bus and transit ads to expand its message in highly populated cities

with lower compliance rates in San Diego, Los Angeles, Washington DC, Boston, and New York.

- During FY 2018, Selective Service significantly boosted its social media presence, expanding from two platforms into numerous platforms for the first time in agency history: Facebook, Twitter, YouTube, SnapChat, Spotify, and Reddit.
- For the first time ever, high school information kits were emailed to 22,000 high school guidance counselors and other administrators serving as Selective Service high school registrars. In addition, emphasis was placed on packaging and sending printed materials to high schools in low compliance areas.
- A new initiative was kicked off for a speakers' program designed for local board members and other volunteers who will address civic groups in their local communities. This initiative will help get the word out about the registration requirement with the goal of improving compliance rates.
- The agency established or, in some cases, reconfirmed partnerships with the Association of High School Principals, Guidance Counselors Association, Juvenile Justice Program, Parole

Officer Association, the National Federation of State High School Associations, and the National Federation of High School Coaches, along with other influencer agencies.

- Selective Service now receives FOIA requests through the national portal as required by the FOIA Improvement Act of 2016. All requests were handled and processed under the timelines specified.
- The agency's newsletter, *The Register*, was sent to over 10,000 local board members, RFOs, and state directors. Previously published quarterly, the agency now publishes its newsletter monthly to increase awareness and transparency.
- Public and Intergovernmental Affairs answered approximately 1,300 emails from congressional staffers, news media, consulates or embassies, postmasters, researchers, organizations, and the general public.



Vermont hockey rink advertisement reaches 800,000 visitors every year

INFORMATION TECHNOLOGY

Fiscal Year 2018 was a year of reassessment and reorganization to prepare Selective Service to plan for Information Technology (IT) infrastructure modernization and continue to operate the Registry, a data records system that incorporates hundreds of millions of individual registration records. These records are routinely and reliably referenced to confirm the eligibility of registrants for most federal and state employment opportunities and educational benefits. This very large records system requires 24-hour availability, continuous diagnostic monitoring, cyber security, and effective telecommunications management. The 2018 Selective Service's systems capability self-assessment identified lifecycle replacement costs necessary to be prepared for mobilization in the event of a national emergency to exceed \$8 million in supplementary budget funding over the next two years. Budget shortfalls over the past ten years have led to obsolescent computer systems and underpowered telecommunications backbone that impedes speed of services and adds risk of major operational failure. Insufficient staffing depth, identified as an enterprise management risk, will be addressed in FY 2019 by a reallocation of full-time equivalents (FTEs) to strengthen IT operational resilience and to accelerate the planning and decision process.

Noted accomplishments in FY 2018 include:

- To improve the agency's management processes, Operations and Information Technology were realigned into separate directorates. The IT Directorate was reorganized internally to create four separate divisions: System Administration, Network Administration Services, Registry Software Management and Development, and Information Security.



Security Operations Center monitoring the daily web traffic

- IT operations were optimized through improved centralized management. A tiger team at the agency's Data Management Center finished a major data cleansing initiative by removing data errors and duplicate records from the registration system.
- So that Selective Service can communicate through email with registrants in a secure environment, the capability was added for registrants to optionally add email addresses into the Selective Service System Registry.
- A new process for automated high school address updating was implemented in coordination with the U.S. Department of Education
- The agency's FY 2018 FISMA audit was completed with no deficiencies; and the agency's Cyber Hygiene 2018 report from the U.S. Department of Homeland Security listed no deficiencies at the close of the fiscal year.

SUPPORT SERVICES

The agency's Support Services Directorate provides the means for programs to be carried out efficiently and effectively, within the purview of existing federal laws. This directorate has multiple vital responsibilities: accounting and budget management, logistical support, contracting support, and human resources management.

ACCOUNTING

The agency continued monitoring and improving program economy, efficiency, and effectiveness; ensuring auditability; submitting accurate and timely financial reports; monitoring cost controls; and managing the travel process. Selective Service implemented or initiated programs to promote more effective resource management and create efficiencies by eliminating as many manual processes as possible.

- Selective Service implemented a modernized invoice processing platform (IPP), which enables electronic invoice management and interfaces with the agency's financial system of record. The IPP eliminates manual processing of invoices.

- The agency is working closely with the U.S. Department of Treasury's Bureau of the Fiscal Service to implement FedRevCollect - a modern, mobile check capture, deposit, and processing platform that eliminates the need for specialized IT equipment.
- Selective Service, working in conjunction with the U.S. Department of the Interior's Interior Business Center (IBC), successfully transitioned to a new data warehouse / business intelligence module – Oracle Business Intelligence Enterprise Edition.
- The agency planned for the transition to the new SmartPay3 contract for government purchase and travel charge card, effective November 29, 2018.

Selective Service achieved a modified opinion from its annual independent audit of financial statements for Fiscal Year 2018 and 2017. The audit cited one instance of non-compliance (OMB Circular A-123, Management's Responsibility for Enterprise Risk Management and Internal Controls) and a material weakness in internal controls during interim testing. A corrective action plan to remedy the identified deficiencies is under development.



Director Benton swears in new HR director Jennifer Hayes with CFO Roderick Hubbard

BUDGET

The enacted budget for FY 2018 was \$22.9 million – unchanged from the FY 2017 enacted budget.

FUNCTION	AMOUNT
Civilian Pay & Benefits	\$ 13,499,110
Military Reserve Officer Support Services	\$1,749,149
Agency Services (Government and Commercial)	\$3,165,777
Postage and Express Courier Services	\$1,140,152
GSA Occupancy Agreement (OA), Other Rent, Lease, Storage, and Maintenance	\$1,079,747
Program Contracts, Employee Services	\$1,053
IT Software and Equipment	\$1,280,488
Printing and Reproduction	\$232,657
Training, Travel, and Transportation of Personnel	\$263,758
General Supplies and Furniture	\$162,392
Communications Services, Utilities, and Facilities Operations	\$264,567
Strategic Initiatives	\$56,150
Legal and Equal Employment Opportunity Services and Indemnities	\$5,000
TOTAL FOR ALL FUNDS	\$22,900,000

FY 2019 Budget

At the time of print, the FY 2019 Selective Service System budget is \$26 million, which is \$3.1 million over the FY 2018 enacted amount of \$22.9 million. With this additional funding, Selective Service will modernize its critical systems infrastructure needed to ensure full mission capability into the foreseeable future.



Accounting staff reviewing the continuing resolution



Logistics staff

sunk costs into a valuable outreach effort. Much of this material went in to a nationwide high school mailing saving the agency enormous printing costs. By repurposing and/or disposing of outdated material there was the additional benefit of freeing up more warehouse space. More efficiency efforts like this are under way in logistics for 2019, including the Director's effort to create a permanent archive and safe, central repository for all of the Selective Service historical documents.

LOGISTICS

Logistics continued to support every aspect of the agency's operations through procurement, postal, transportation, inventory, and physical security management. This support covers physical access control and personal identity verification (PIV) card management.

In FY 2018, the agency processed more than 1,100 requisitions and executed over 500 purchase orders valued at nearly \$9.3 million.

Selective Service implemented a new property accounting and management system (PAMS), also known as "Sunflower" – an advanced inventory control system with financial interface capable of efficiently tracking capital investments and equipment. This system reduces time spent on inventory management by eliminating the need to manually process inventory records in a separate financial accounting system, as the agency did in the past.

Finally, the department continued to search for and implement new customer service processes in an effort to seek greater efficiencies throughout the agency. Based on guidance from the agency's Director, the logistics and public information divisions partnered in an effort to clean out and reduce warehouse space. After a full inventory identified several thousand pounds of nearly obsolete, but still usable print material, the team was able to create and distribute thousands of advertising mailers – converting soon to be lost,

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. This includes the staff based at its national headquarters, the Data Management Center, and the three regional headquarters, as well as the assigned Reserve Forces Officers from all branches of the Armed Forces. The agency's manpower also includes its state directors as part-time employees who support Selective Service activities across the country.

In FY 2018, Selective Service expanded its use of the Office of Personnel Management's (OPM's) suite of automated shared services tools. The agency transitioned from its former paper-based performance appraisal system to the automated USA Performance system. USA Performance will provide more objective, numerical ratings for employees; streamline the ratings process; provide faster, more accurate post-ratings analysis to assist performance-based awards determination; and reduce the amount of time supervisors spend on paperwork.

To further complement the ongoing use of the USA Jobs and USA Staffing systems, the agency added the USA Hire assessment tool. USA Hire questionnaires can be combined with the agency's questions to help identify the most qualified candidates. Recruiting and hiring the right people into the right positions in a timely manner will reduce turnover and its associated costs, and improve efficiency.

SELECTIVE SERVICE IN THE 21ST CENTURY

Not in the last 40 years has Selective Service been more ready to respond to a national emergency and conduct a fair and equitable conscription of manpower than we are today. The agency stands poised to deliver trained and untrained personnel to the Department of Defense when directed by the President and Congress. At the same time, Selective Service continues to enhance and manage its alternative service program.

Selective Service continues to fulfill its responsibilities to the country by ensuring it has the infrastructure in place to activate area offices and ramp up its staff for mobilization. In preparation, Selective Service maintains an active and multifaceted approach for registration of men 18 through 25 years old. It leverages new media and traditional outreach platforms in a variety of markets

to reach all corners of society and target audiences, while focusing on underserved communities and geographic areas with lower compliance rates. All of these efforts for the purpose of maintaining an active database of registrants guarantees the most fair and equitable call of duty.

For an annual investment that has been less than 23 million dollars since the 1980s, this agency provides America with a ready, capable, and practical mobilization response system. It intrinsically provides young men with the opportunity to fulfill their civic duty and to serve their country if called. Selective Service remains the most prudent, efficient, and cost-effective system to ensure this country remains vigilant and ready in a highly uncertain world.



STATE DIRECTORS | REGISTRANTS BY STATE

	State Director	18 Year Olds On-time Registration Eligible Men CY 2017 (Born 1998)	18 – 25 Year Olds Entire Registrant Group FY 2017 (Born 1991 – 1998)
Alabama	Paul D. Jacobs	18,842	241,142
Alaska	Alan Ezzell	2,941	40,339
Arizona	Phillip M. Cummings	46,651	404,943
Arkansas	Richard L. Gassaway	16,595	160,820
California	Paul J. Villegas	151,252	1,895,629
Colorado	Edward L. Arcuri	22,466	261,688
Connecticut	Mark A. Fullerton	21,891	198,586
Delaware	James DiDonato	5,732	52,806
District of Columbia	Barbara A. Pittman	1,488	20,571
Florida	<i>vacant</i>	117,605	1,089,134
Georgia	Larry D. Stewart	46,672	547,137
Guam	Gregory D. Perez	462	8,398
Hawaii	Andrew L. Pepper	5,816	66,500
Idaho	Michael D. Moser	10,564	94,604
Illinois	Anthony P. Libri, Jr.	58,601	698,539
Indiana	Brett A. Thomas	23,055	307,322
Iowa	Myron R. Linn	17,009	167,842
Kansas	Kenneth G. Fuson	18,015	165,621
Kentucky	Emmanuel Belt	20,483	219,977
Louisiana	Everett J. Bonner	29,087	254,095
Maine	Jeffrey A. Morton	5,032	58,902
Maryland	Gregory J. McKee	22,444	270,530
Massachusetts	Brian P. Barnes	24,700	300,747
Michigan	Christina K. Constant	40,466	490,425
Minnesota	William C. Barbknecht	22,115	279,504
Mississippi	Pettis D. Walley	12,779	144,144
Missouri	Diane T. Cummins-Lefler	27,306	299,698
Montana	William D. Cooper	4,078	46,125
Nebraska	Robert J. Foley	9,004	92,630
Nevada	Francis P. Gonzales	12,374	130,073
New Hampshire	Peter Duffy	5,603	73,077
New Jersey	Frederick W. Klepp	36,567	437,355
New Mexico	<i>vacant</i>	8,886	108,077
New York	Randall P. Kryszak	43,943	581,844
New York City	Paul A. Raimondi	28,512	399,478
North Carolina	<i>vacant</i>	52,494	657,639
North Dakota	Anthony L. Mutzenburger	3,111	33,202
Northern Mariana Islands	Joseph C. Reyes	145	2,280
Ohio	Bradley E. Willette	55,583	632,381
Oklahoma	Gregory Park	24,816	219,247
Oregon	Michael Kalberg	12,714	163,281
Pennsylvania	John C. Williams	49,462	582,186
Puerto Rico	Michelle M. Fraley Hernandez	12,927	164,032
Rhode Island	Joseph N. Waller	5,421	56,231
South Carolina	Joe P. Johnson III	30,454	256,344
South Dakota	Byron I. Callies	4,946	46,274
Tennessee	Bruce E. Henry	35,287	330,511
Texas	Claude E. Hempel	168,997	1,555,265
Utah	Neil R. Hansen	24,397	191,144
Vermont	Phillip E. Murdock	2,454	27,665
Virgin Islands	Warrington O. Tyson, Sr.	258	4,832
Virginia	Manuel R. Flores	42,817	427,601
Washington	James M. Sims	31,938	336,822
West Virginia	James Runyon	8,515	80,850
Wisconsin	John C. Cumicek	22,699	268,478
Wyoming	John J. Aguirre	2,311	26,362
Foreign		2,010	23,020
TOTAL		1,537,754	16,694,295

NOTE: The number of inductions was zero because there was no Congressional or Presidential authority for conscription; thus, no military draft conducted.



SELECTIVE SERVICE SYSTEM

NATIONAL HEADQUARTERS

ARLINGTON, VA 22209

703.605.4010

