

SELECTIVE SERVICE SYSTEM
ANNUAL REPORT
TO THE CONGRESS OF
THE UNITED STATES
FROM DIRECTOR DONALD BENTON



FISCAL YEAR
2019

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At the end of Fiscal Year 2019

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MESSAGE FROM THE DIRECTOR

The year 2019 was an important and successful period for the U.S. Selective Service System. We accomplished a great number of achievements, boosted our internal and external communications, enhanced our readiness and registration processes, strengthened our teamwork and modernized our agency.

Generally, the public is aware of our registration program – the most publicly visible mission component of the Selective Service. To that point we are very successful, registering over 92% of the nation's draft eligible men and we continue to push those numbers upward. But what is often unrealized is the Agency's far reaching and complex series of protocols, capabilities, and inter-agency relationships that are critical to providing the necessary level of protection to the nation. Should there be a need to activate the 11,000 agency volunteers, regional offices, and network infrastructure, it can only be successful if all the preliminary systems have been maintained and tested.

This annual report will discuss many of the accomplishments and the new standard of success we have established this year, but I am obliged to highlight the following achievements. In 2019, the Selective Service System:

- Recognized as the most improved federal agency in all of government
- Created an automated registration response program that will improve customer service, response time, and save more than a \$100,000 annually.
- Sharpened the Agency Strategic Plan with full employee participation. The five strategic goals assure that we will continue to enhance and improve all aspects of our mission readiness and delivery. These priorities are stated in the operations section of this report.
- Received an outstanding external audit score and recognition for a new Enterprise Risk Management Program.
- Implemented full-service intelligent mail barcoding (FSIMB) for mailing, thereby increasing efficiencies via reduced handling time and reduced costs by an estimated \$60,000 annually.
- Completed the means to retrieve telephone numbers on registration documents, which will ease and speed communication with registrants in times of emergency.
- Coordinated with the Deputy Secretary of Education to create a mutual message that went to school superintendents in every state.
- For the first time ever, accomplished a massive e-mail and direct mail effort to over 26,000 high schools and educational institutions across the country.



- Instituted a dedicated position for a social media expert and continued to ramp up an aggressive social media campaign across multiple platforms.
- Expanded the scope and reach of our national exhibits, speaking and conference programs, bringing them to new and diverse audiences.
- Successfully passed driver's license legislation for registration in one state, bringing the total to 41 states, 4 territories, and the District of Columbia.
- Created and implemented a new employee recognition program.

These milestones represent only a fraction of the many new initiatives that were achieved this

year. They could not have been successfully implemented and integrated if it had not been for the efforts made by the great men and women assigned to the Selective Service. Our success this year is a result of their drive, dedication to duty and visionary efforts to ensure that America's Insurance Policy remains relevant and ready to respond should the need arise. It is on this note that I want to report that the Selective Service System - this small but mighty agency - was recognized as the most improved federal agency in the "best places to work in the government" annual analysis. I have never been prouder of this agency, our people, and our ability to successfully accomplish our mission.

Donald M. Benton

DIRECTOR

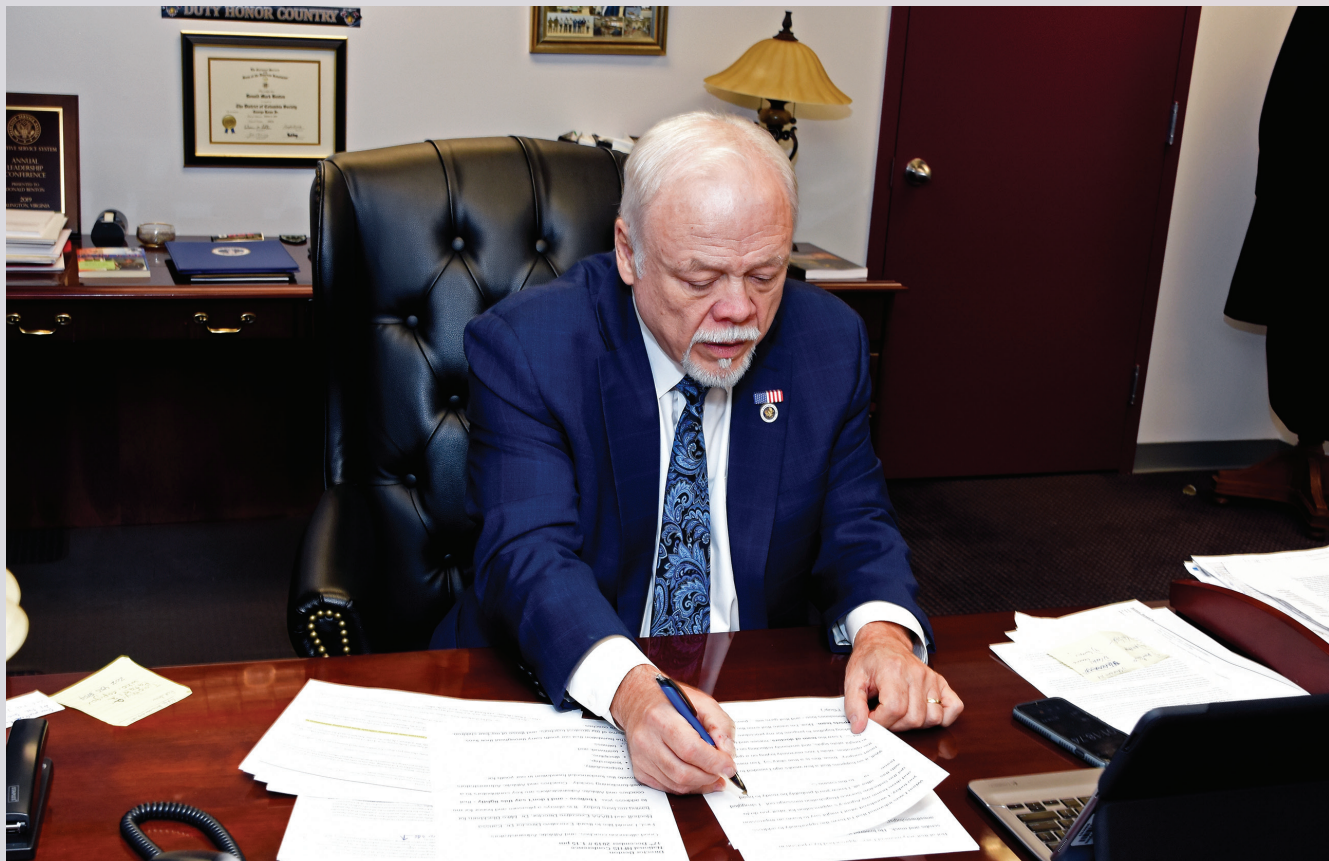


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EXECUTIVE SUMMARY

While also registering men ages 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. Since the agency came out of deep standby in 1980, the Selective Service System had struggled to meet its strategic goals even with a flat budget. In FY 2019, Selective Service received a boost in funding designated for IT modernization. Otherwise we were struggling to update old legacy systems, which were cutting deeper into funding other programs. Today, 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 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 2019. For instance, 92 percent of the agency's FY 2019 registration were received electronically, with driver's license legislation being the number one registration method, followed closely by registrations initiated by and submitted through the Department of Education's Free Application for Federal Student Aid (FAFSA).

Readiness – It had 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, the 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 2019, Selective Service is proud to report it is fully capable of implementing its readiness mission.

Mobile Connection – Selective Service already anticipated the need for mobile and digital information and began collecting additional data in FY 2018. The agency is now receiving email addresses and phone numbers from registrants for the first time. This gives the agency a more effective method to electronically send induction notices during mobilization.

Strong Volunteer Force – In 2020, 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 on as state resource volunteers to speak in their communities on the importance of registration with Selective Service. This source of volunteer pool has the wealth of knowledge of the Selective Service mission to share within their local communities.

Modernization and Excellence – Selective Service has taken significant steps to modernize its systems, cutting costs 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. Of special note, Selective Service was ranked the most improved agency in the Federal Employee Viewpoint Survey conducted in FY 2019.

BACKGROUND

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.

The Selective Service System has a venerable history dating back to the founding of this country. 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.

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.). While not part of the Department of Defense (DoD), it serves as America's protection against underestimating the requirement for both trained and untrained personnel needed by 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. Our statutory mission also includes being ready to administer an alternative service program in lieu of military service for men classified as conscientious objectors.

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 rapidly expand its workforce to fulfill all personnel aspects of mobilization.

The Military Selective Service Act 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 by Congress and the President 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 are not currently required by federal law to register with the Selective Service System.

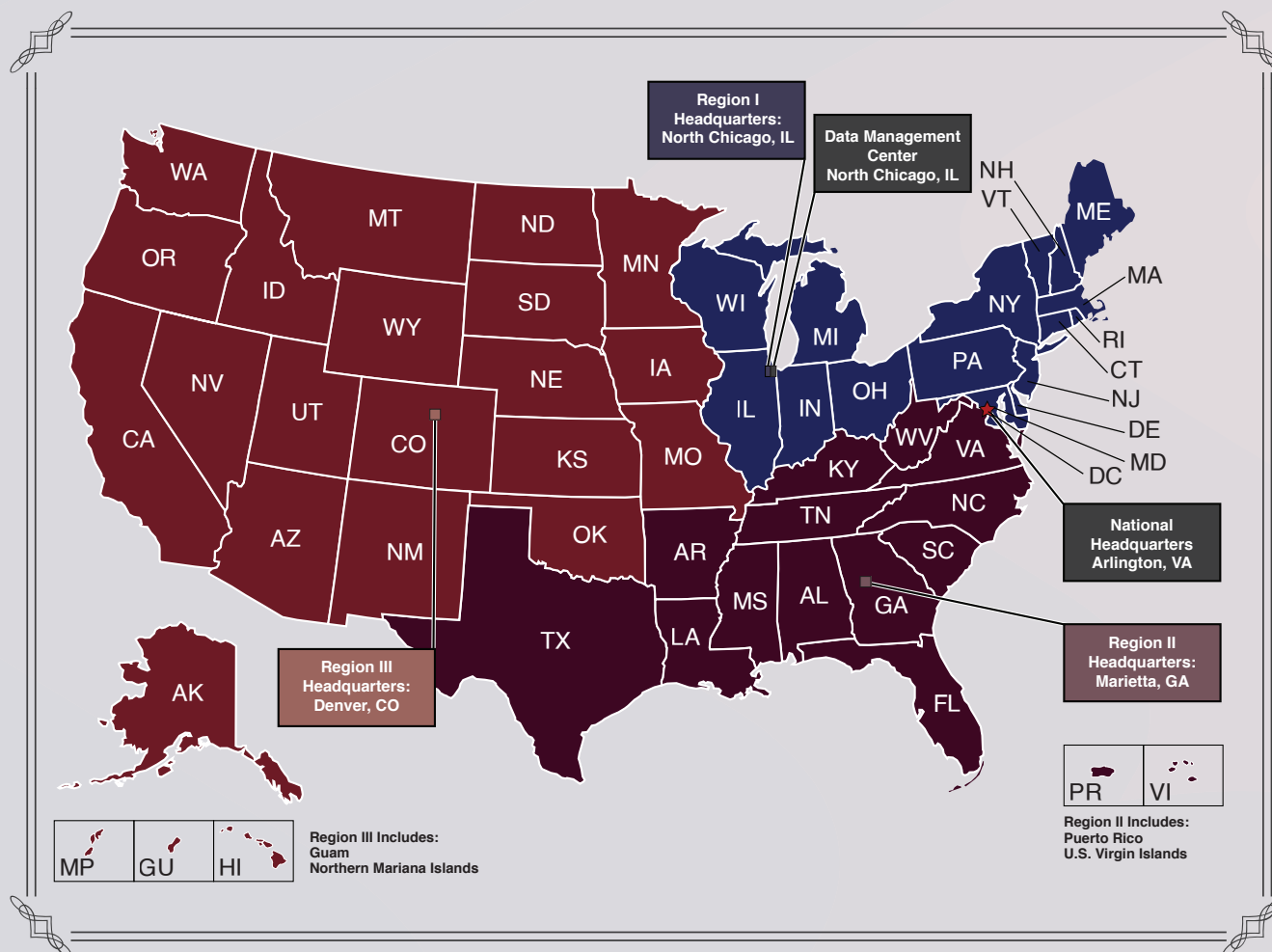
ORGANIZATIONAL STRUCTURE

Selective Service is authorized a staff of 124 full-time employees to support its national headquarters, three regional headquarters, and the Data Management Center. 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 up to 175 Reserve Force Officers (RFOs), who are assigned to Selective Service to serve throughout the U.S. and its territories. Then, across the nation are thousands of patriotic volunteers who dedicate their time as trained board members.

The connection to our state directors, RFOs, and volunteer board members originates from 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.

Region I Headquarters, located in North Chicago, IL, manages 16 states: Connecticut, Delaware, Illinois, Indiana, Maine, Maryland, Massachusetts, Michigan, New Hampshire, New Jersey, New York, Ohio, Pennsylvania, Rhode Island, Vermont, Wisconsin; New York City as a separate entity, and the District of Columbia. Region II Headquarters, located in Marietta, GA, manages 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. Region III Headquarters, located in Denver, CO, manages 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.

The Data Management Center, based in North Chicago, IL, processes Selective Service registrations and status information letters, and maintains the agency's database. The Data Management Center is also home to the agency's national Call Center. The Call Center updates registrant information, completes registrations by telephone, answers general questions regarding Selective Service registration requirements or benefits eligibility, and addresses inquiries regarding specific correspondence.

A multitude of citizen volunteers accounts for the largest component of the Selective Service organizational structure. These volunteers are vital members of our local and district appeals boards. If the President and Congress were to authorize a return to conscription, their responsibilities would be to decide the classification status of men seeking deferments, exemptions, or postponements. 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.

BENEFITS TO THE NATION

Since 1940, the Selective Service System has served as a critical element of our national readiness and defense capabilities. Each administration has maintained the Selective Service System so that it may swiftly respond to the call of Congress. The Selective Service System provides the only proven and established means to expeditiously provide manpower to the Department of Defense (DoD) in the event of a national emergency. The agency has four important attributes:

- It can rapidly provide the nation's manpower needs to DoD in a timely manner.
- It ensures that any civilian mobilization will be fair and equitable.
- It can effectively take the necessary steps and allocate the essential resources to provide an alternative service program for conscientious objectors.
- It operates at a minimal cost.

While registration is the most publicly visible program during peacetime, it is just as important to maintain operational readiness to ensure all systems are tested and capable of guaranteeing timeliness, fairness, and equity to meet any future mobilization. This requires maintaining a fully capable system at all levels – including the personnel to reinstitute the full expansion and operations of the Selective Service System.

REGISTER
WITH THE SELECTIVE SERVICE

SSS.GOV

To stay eligible for:
College Loans and Grants
Job Training
Government Jobs
U.S. Citizenship

OPERATIONS

The Selective Service System is prepared to serve the emergency personnel needs of the Department of Defense (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 boards. To accomplish this two-part mission, Selective Service has to maintain an active registration database of all young men ages 18 through 25, and be ready to mobilize if called upon. If mobilized, we will execute a national draft lottery, issue induction orders to registrants selected through the lottery process, 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 COs as alternative service workers with non-military employers and track their fulfillment of two years of service in the alternative service employment network.

FY 2019 Successes

- Conducted a more rigorous exercise of the Selective Service lottery activities building on FY 2018's successful exercise. Tested individual modules of our centralized registration processing portal (CRPP),



including the alternative service employer management module and the call & deliver module.

- Finalized the inclusion of telephone numbers to registration documents, to communicate more effectively with registrants, whether in times of emergency or in the event of registrant questions and documents received electronically or by mail.
- Supported outreach activities such as the National School Boards Association's 79th Annual Conference for Public Education Leaders, National Federation of State High School [Coaches] Associations' 100th Annual Summer Meeting, National Principals' Conference, American Legion National Conference, the annual Air Force Marathon in Ohio, the Congressional Black Caucus in Washington, D.C., and American Legion Memorial Day events in Woodland Park, NJ.
- Continued execution of the agency's data cleansing program designed to limit the number of inaccurate or duplicate entries in our 80+ million records. Increased accuracy

of the registration calculation methodology will improve registration planning and future projections for 17- to 18-year olds.

- Appointed more than 600 new local board members from across the country and territories.
- Continued our monthly Call Center's call fulfillment excellence and exceeded the target goal of 92 percent. In September, the agency fulfillment rate was greater than 98 percent. Improved the response time to customers requesting status information letters (SILs) to less than 2 days on a regular basis, far better than the strategic goal of 10 days.
- Modified registration focus areas for FY 2019 to concentrate on key states, specifically California, for targeted registration improvement activities.
- Began a revitalization of our Reserve Force Officer program, shifting from a state-based to a regional-based focus and, among other improvements, increasing the number of paid drills for our Reservists.
- Initiated Phase II of our agency-wide professional development training request / verification / tracking system, in which the board member training website has been modernized.
- Successfully participated in the Federal Emergency Management Agency COOP Exercise Eagle Horizon 2019.
- Provided information and support to the National Commission on Military, National, and Public Service.
- Provided nominations for four additional national board members to the Executive Office of the President.

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 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. The Department of Justice will determine the requirement to investigate and/or prosecute an individual's failure to register.

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) 2018* the registration rate for the 18 through 25 year-of-birth (YoB) group was 91 percent, exceeding the goal by one percentage point for the second year in a row.

**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.*

The agency has refocused its outreach and registration efforts towards 17- and 18-year-old males rather than the entire 18 through 25 age cohort. Based on the analysis of historical registration rates by age, and identification of current and historical state and local registration trends across all demographics, Selective Service applied technical tools to chart the shortfalls, which then provided clearer predictive assessments. In this way, Selective Service has a more comprehensive, layered approach to applying registration and outreach efforts against our most difficult age demographics.

Selective Service registration compliance efforts in FY 2019 were supported through longstanding processes, procedures, and agency initiatives. These support efforts included:

- Noting on April 15, 2019, Governor Doug Burgum signed HB 1415, adding North Dakota to the list of states that have a form of driver's license legislation (DLL), in which young men can register with Selective Service while applying for a driver's license. In addition, this year Puerto Rico strengthened its DLL policies to ensure fewer young men are at risk of losing benefits.

By the end of FY 2019, 41 states, 4 territories, and the District of Columbia have enacted driver's license laws supporting Selective Service registration. Nine states have no

DLL supporting the registration requirement: Alaska**, California, Massachusetts, Nebraska, New Jersey, 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.*

During FY 2019, more than one million young men were registered through state DLL in those 41 states and 4 territories, and the District of Columbia.



- Providing and ensuring multiple ways for men to register and have their questions answered about registration. Electronic processing accounted for 92 percent of the agency's FY 2019 registration workload, but there are many ways for young men to register:
 - o Online registration through Selective Service's website www.SSS.gov
 - o Paper registration forms available at all U.S. Post Offices throughout the country. In FY 2019, the agency's mail center received 419,598 pieces of inbound mail.

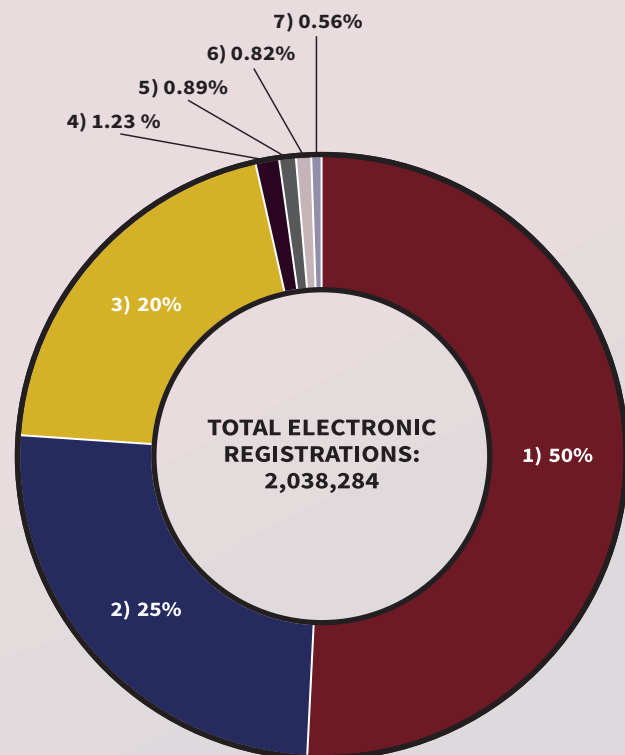
- o “Reminder” mail-back forms – generated by the agency’s Data Management Center. These form letters are sent to registration-age men reminding them of their responsibility to register with the Selective Service System. In FY 2019, our mail center sent out 2,799,302 million pieces of mail.
- o Registration through the interactive voice response (IVR) system at Selective Service’s bilingual Call Center. In FY 2019, the Call Center received more than 568,000 calls.



- 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. The agency stood up “Tiger Teams” to address registration in key states, specifically California. These Tiger Teams provided focused recommendations tailored to the unique environment in a given state.
- 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.
- Collaborating with the Department of State and consular officers abroad who assist U.S. male citizens, including U.S. dual-nationality males living outside the United States, to register men with the Selective Service System. In CY 2018, Selective Service processed more than 20,000 registrations from foreign addresses.

A breakdown of electronic registration sources is as follows:

- | | | |
|----|-----------|--|
| 1) | 1,034,791 | registered through driver's license legislation |
| 2) | 516,780 | registered using the Internet |
| 3) | 414,923 | registered through Department of Education Pell Grant applicant matching |
| 4) | 25,241 | registered through the DoD enlistment process |
| 5) | 18,332 | registered through our telephone services |
| 6) | 16,721 | registered through U.S. Citizenship and Immigration Services immigrant matching |
| 7) | 11,496 | registered through Workforce Innovation and Opportunity Act job applicant matching |



READINESS

Provide Manpower to DoD

The first part of the agency's readiness requirement is to manage a conscription program for the Department of Defense, 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, contact registrants selected through the lottery, and arrange for their transportation to a Military Entrance Processing Station (MEPS) for testing and evaluation before induction for military service. Once notified of the results of their evaluation at MEPS, registrants receiving induction orders would then have the opportunity to file a claim for deferment, exemption, or postponement.

If the President and Congress agree that a return to conscription is required, Selective Service will undergo a massive expansion. The agency must rapidly hire personnel, procure equipment, and expand its presence in order to hold a draft lottery, issue orders for induction, and reclassify inductees. To do that, current plans rely on a series of agreements with key partners, a network of military Reservists, and local and district appeals board volunteers.

Selective Service maintains operational plans, as well as a minimum cadre of personnel trained to expand the agency upon the authorization of Congress and the President. The agency ensures that memoranda of understanding (MOUs) with other federal and state agencies, as well as relevant public/private entities, remain current for peacetime and expansion requirements.

Selective Service relies heavily on our thousands of volunteer board members. As technology changes, the way local and district appeals board members receive training is also changing. In the past board members received paper only and/or

in-person training, today most of the training given to board members is online. Selective Service will continue to develop and improve online training so all training is done online or virtual.

Alternative Service Program

The peacetime goal of the alternative service program, the second part of the agency's readiness requirement, 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 there were to be a return to conscription, men classified as COs would spend two years (currently equivalent to the term of service of men inducted into the military) serving their country as alternative service workers (ASWs) performing alternative civilian service.

The agency made significant gains in repopulating the alternative service employer network (ASEN). The ASEN is a pool of eligible civilian employers who would agree to provide jobs to ASWs. Selective Service reached out to dozens of federal and state agencies, as well as members of the peace churches community, resulting in the initiation of several new MOUs and reaffirmation of multiple outdated ones.



DATA MANAGEMENT CENTER

The agency's Data Management Center, based in North Chicago, IL, processes Selective Service registrations and maintains the agency's database. 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 2019, the Data Management Center's staff 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 the Data Management Center's work is accomplished by a workforce of approximately 50 employees.

The Data Management Center is also home to the agency's national Call Center. The Call Center staff updates registrant information, completes registrations by telephone, answers general questions regarding Selective Service registration requirements or benefits eligibility, and addresses inquiries regarding specific correspondence. In FY 2019, the Call Center received more than 568,000 calls. Twenty-one percent of those calls required assistance from a contact representative due to complexity and research requirements.

An interactive voice response (IVR) system handles approximately 79 percent of the agency's Call Center volume. This is where telephone registrations and routine registration verification inquiries are processed. The Call Center is bilingual, with live operators taking over 10,000 calls annually, of which approximately 9 percent of the operator call volume are Spanish calls.

Another key component to the agency's Data Management Center is its comprehensive mail center. Receiving 419,598 pieces of inbound mail in FY 2019, the Mail Center printed, assembled, and mailed 2,799,302 million pieces of outbound mail in FY 2019.

A small, but significant percentage of the mail center's outbound mailing was devoted to status information letters, or SILs. 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 request SIL letters. 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.

Failure to register may result in denial of federal/state student financial aid, government employment opportunities, job training, security clearances, and U.S. citizenship before age 31 for immigrant



men. Alternatively, the SIL may also confirm that an individual was not required to register with Selective Service, and is exempt, in accordance with federal law. During FY 2019, the Data Management Center prepared and mailed 48,106 SILs to non-registrants, providing a valuable service to the public and assisting with their eligibilities for state and federal administration of entitlement programs.

Electronic processing accounted for 92 percent of the Data Management Center's FY 2019 registration workload. However, the Data Management Center's staff was still required to manually key in 306,762 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 99.17 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 the Data Management Center remains a vital part of the Selective Service System's operations.

In addition, during FY 2019 the Data Management Center maintained the automated registration processing systems for managing driver's license legislation.

FY 2019 Highlights

Some of the major highlights for the Data Management Center in FY 2019 are as follows:

- Full-Service Intelligent Mail Barcoding (FSIMB) – The Data Management Center's mailing processes now use FSIMB. Intelligent Mail refers to the bar codes printed on outgoing mail pieces. Then, the Data Management Center receives electronic notification from the U.S. Postal Service for undeliverable mail pieces, rather than physically handling returned mail. This, in turn, represents a reduction of approximately 95 percent or more of physically handling certain types of mail. The Data Management Center expects to save more than \$60,000 per year in postage and mail handling.
- Digital Documentation – The Data Management Center continued to make progress in digitizing incoming documents.

The Data Management Center 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 Data Management Center personnel to view the images. Since this project started in 2015, the Data Management Center has completely turned to digital storage for all incoming documents, and will finish digitizing records dated back to 2015 during FY 2020.

- Re-Organization – The Data Management Center completed the first phase of a planned re-organization, designed to “right size” the organization and position work and assets to enable the Data Management Center to undertake the mission of the agency with greater speed and less cost, and the flexibility to rapidly evolve and change as mission priority changes.
- Cost-Savings Initiatives – The Data Management Center made significant changes through cost-cutting initiatives. For example, to take advantage of technological changes the elimination of P.O. boxes required by previous work processes will save over \$10,000 per year. The elimination of certain mail materials no longer needed will also save resources.



PUBLIC & INTERGOVERNMENTAL AFFAIRS

The Public and Intergovernmental Affairs Directorate (PIA) serves as the Selective Service's communication hub, information resource, and network for national outreach. The Public and Intergovernmental Affairs Directorate maintains liaison with Congress, the Executive Branch, state and local governments, community organizations, schools, professional associations, the news media, and the general public. The Directorate uses a variety of methods to disseminate the agency's registration message throughout the U.S., paying particular attention to areas with lower registration rates. It accomplishes this through continually enhancing the public website, creating an active social media presence, targeting traditional and public service advertising, marketing through direct mail, exhibiting at select national conferences, and building relationships with educational institutions and organizations with a service and community focus.



The Public and Intergovernmental Affairs Directorate supports the ongoing recruitment and communication with the agency's volunteer local board members, as well as manages several initiatives and administrative requirements. PIA advises the agency's leadership on the public affairs implications of policies; assists a variety of organizations in searching for Selective Service information such as registration data and classification records; responds to press inquiries, FOIA requests, and numerous other requests received by emails, social media, phone calls, and letters from the public and its elected

representatives; explains laws and policies to local, state, and federal government agencies; and pursues an outreach network with community organizations and programs that work with registration-age men.

CONGRESSIONAL SUPPORT

The Intergovernmental Affairs Office (IAO) within PIA is the central point of contact for congressional and legislative support. This Office is responsible for monitoring and assisting with all Military Selective Service Act-related legislative activities at the national and state level. The Intergovernmental Affairs Office provides service to senior-level inquiries from executive, legislative, and intergovernmental entities. The Office prepares informative position papers and conducts staff and outreach visits.

Each year, the agency responds to numerous congressional inquiries in the form of phone calls, emails, and occasionally letters requesting help in determining their constituents' status with the Selective Service System or reclaiming a benefit they may have lost because they failed to register. Many of these inquiries come to IAO through members of Congress or their staff.

Selective Service takes great pride in providing professional, immediate turnaround for all congressional inquiries so members and their staff may respond back to their constituent's request for assistance. 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 accomplishments.

Additionally, the Director and PIA staff coordinate and conduct 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 continued to reach out to the public, influencers, and men to inform them about the crucial role registration plays in our national defense. Not only does registration enhance readiness, it also fulfills a civic duty and it is linked to benefits and opportunities contingent upon compliance with federal law.

The Selective Service System continued to reassure the public that neither the Administration nor Department of Defense (DoD) have expressed a current need for a draft, nor is one anticipated for today's ongoing conflicts.

To address its expansive mission, PIA employed a variety of methods and resources to educate and inform young men and their influencers about the importance of Selective Service registration. First, PIA applied formative research to develop messages that resonate with primary and secondary target audiences. These messages were disseminated through national conference exhibits, television, radio, print, billboards and transit advertising, the website, social media platforms, and by engaging the agency's volunteer board members.

The agency continued to communicate its message to communities throughout the nation through means of using exhibits, displays, and speeches; speaking at meetings; and building relationships with community influencers and community service organizations. Influencer marketing was especially critical to reaching and reinforcing other complimentary advertising.

Continued 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 emphasized to these men, and community groups servicing these men, that if they are between ages of 18 through 25 they must register with Selective Service if they reside in the United States for more than 30 days and are not on a valid non-immigrant visa.

During this reporting period, PIA received and answered a high volume of correspondence, which included congressional inquiries, Freedom of Information Act (FOIA) requests, and public inquiries, received by email, telephone, mail, and social media. Inquiries came from both U.S. citizens and non-citizens living in the United States and U.S. citizens living abroad requesting information and/or assistance regarding eligibility for benefits and programs linked to Selective Service registration.

Registration Awareness through Media

Selective Service expanded its messaging to increase registration awareness and applied an enhanced focus on highly populated cities experiencing lower-than-average compliance rates. The Public and Intergovernmental Affairs Directorate created and conducted advertising through a full complement of digital mediums. An integrated marketing program targeted a range of audiences across different platforms to help ensure the agency's message gets noticed and reinforces its call to action. For instance, PIA placed various public service announcements (PSAs) and stories in national and local print, radio, and television outlets, as well as digital and social media platforms. Each articulated the importance of Selective Service registration. Radio and TV, billboard, and transit displays were layered in key areas throughout the United States. The PIA team reached out to television and radio stations to promote Selective Service PSAs. Selective Service issued radio clips to news and program directors, which included Spanish announcer-read PSAs. A television PSA was redistributed to news directors. These major efforts amplified our social media campaigns over a wide variety of social media platforms.



National Outreach and Public Awareness Initiatives

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

The national headquarters staff, along with state and regional staff and Reserve Force Officers (RFOs), participated in speaking engagements and media coordination events; staffed convention exhibit booths; 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

Each year Selective Service exhibits at various national and local community-based organizations' annual meetings. These endeavors afforded

Selective Service the opportunity to talk with national and grassroots leaders who help promote the importance of Selective Service registration to their constituents.

In FY 2019, Selective Service piloted its exhibiting efforts at a comic con event. We were so successful in reaching the target age group of men and their influencers that Selective Service plans to expand exhibiting at comic con events in the future. The following lists our exhibits venues:

- American Immigration Lawyers Association (AILA) – Annual Conference
- American Legion (AL) – National Convention
- American Legislative Exchange Council (ALEC) – Annual Meeting
- American Probation and Parole Association (APPA) – Winter Training
- Association of Washington Cities (AWC) – Annual Conference
- Awesome Con – Washington DC Comic Con
- Distributive Education Clubs of America (DECA) – International Career Development Conference
- Mississippi Municipal League (MML) – Annual Conference
- My Brother's Keepers Summit DC
- National Association of Broadcasters (NAB) – 2019 NAB Show
- National Association of Counties (NACo) – Annual Conference
- National Association of Regional Councils (NARC) Annual Conference
- National Association of School Resource Officers (NASRO) – Annual National School Safety Conference
- National Association of Secondary School Principals (NASSP) – National Principals Conference
- National Council of Juvenile and Family Court Judges (NCJFCJ) – Annual Conference
- National Federation of State High School Associations (NFHS) – Annual Summer Meeting
- National Federation of State High School Associations (NFHS) – 49th National Athletic Directors Conference
- National School Boards Association (NSBA) – Annual Conference
- Veterans of Foreign Wars (VFW) – National Convention



Outreach Initiatives

Selective Service conducted outreach trips to community organizations representing grassroots activities and executive organizations representing city and state assistance programs. These efforts were aimed at raising awareness and garnering support from influential community leaders. Where possible, these outreach meetings also targeted media and influencers of minority, immigrant, and out-of-mainstream youths to help inform all sectors of society. Meetings with grassroots organizations help the agency reach young men who may not normally learn about registration in their schools or from family members. The message of registration compliance was emphasized because it keeps their youths eligible for educational benefits, job training, federal and many state and municipal jobs, and U.S. citizenship. Resource materials were left with each organization and follow-up materials were sent.



- **Washington D.C:** Outreach in D.C. is especially crucial because the District has a very low compliance rate. Efforts were targeted to imprint and emphasize the importance of a robust registration awareness program.
 - o Selective Service met with the District's local schools and ROTC program

representatives. ROTC advisors and cadets vowed they will help spread the message to their classmates and teachers. A recognition certificate program was established for ROTC leaders to present to men who register with Selective Service.

- o State resource volunteers met with District leadership from four wards to ask for local support.
- o The Washington D.C. State Director attended and spoke at an all-day event sponsored by the National Guard Capital Guardian Youth Challenge Academy.
- **Chicago:** The Public and Intergovernmental Affairs staff members traveled to Chicago to meet with community center leaders and school district principals, Speakers Bureau members to stress the importance of public service announcement support.
- **Los Angeles:** Having the largest number of non-registered 18-year-old men, the PIA team traveled to Los Angeles.
 - o They met with numerous California city and county administrators attending National League of Cities' national conference.
 - o Also, they led a Kings County proclamation signing event.
- **Snohomish:** Director Benton and Washington State Director met with county officials and conducted a proclamation signing event.

Freedom of Information

Freedom of Information Act (FOIA) requests continued to be easy for the public to submit to the agency using the National FOIA Portal as required by the FOIA Improvement Act of 2016. Agency FOIA requests were answered in a timely manner within the required deadline. Most of the requests were fully granted and reflected the agency's desire to continue full disclosure and transparency to the public. Additionally, the agency's FOIA quarterly reports, FOIA annual report, and Chief FOIA Officer report were prepared and posted on the agency's website within Department of Justice's submission guidelines.

Successful Highlights

To summarize, significant accomplishments in FY 2019 include the following:

- Provided extensive support to the National Commission on Military, National, and Public Service regarding the Selective Service's mission and capabilities, as well as its ability to respond to new requirements. The bipartisan, 11-member Commission was created by Congress to develop recommendations to inspire more Americans – specifically young people – to participate in military, national, and public service and to review the military selective service process. In April of 2019, Director Benton testified before the Commission. The Public and Intergovernmental Affairs staff was instrumental in helping to prepare for the testimony and anticipated responses to possible inquiries by the Commission.
- Developed a registration density interactive map identifying the greatest geographical problem areas for registration compliance based on the highest population versus non-registrants.
- Undertook dynamic advertising in high density areas on transit buses, transit thoroughfares, kiosks, inside metros, and on subways. The marketing plan backed up these advertising efforts with mobile triggering that allowed agency messaging to pop up on cell phones within transit areas.
- Incorporated traditional advertising mediums to support and reinforce the aggressive online and social media registration message. This included a wide array of public service announcements on radio, TV, and outside-the-home (OOH) advertising, to include billboards and transit advertising platforms. Advertising took place in major metropolitan areas: San Diego, Orange County, Los Angeles, San Francisco, Seattle, Chicago, Boston, New York City, Philadelphia, and Washington, D.C.
- Expanded upon PIA's marketing experience and strategy to reach out to key influencers and organizations servicing youth. For example, PIA worked with high school coaches, probationary officers, principal organizations, etc.

- Arranged for a Secretary of Education meeting that resulted in a joint letter being drafted and approved for signature by the Deputy Secretary of Education and Director Benton.
- Conducted a comprehensive follow-on outreach to all U.S. high school principals, with a downloadable high school educators' guide complete with posters, material, lessons, and scripts. It was emailed to over 30,000 educators. This was reinforced by a direct-mail effort to 30,000 high schools and alternative education centers, with less than .05 percent undeliverable return rate.
- Tracked the performance metrics for a sampling of the media campaigns' impact.

MEDIA	CAMPAIGN	IMPRESSIONS
Facebook	22 Campaigns	448,500
Twitter	Annual	5,530,000
Snapchat	Annual	1,150,000
Spotify	8 Campaigns	405,000
TV PSAs	Annual	76,000,000
Radio PSAs	Annual	28,700,000
Legends Placement	Annual	2,800,000
Airport Digital	2 months	183,174,000
Transit Advertising	4 months	64,500,000

- Assisted, in a joint effort with the Operations Directorate, and provided necessary information to state directors and community members to establish driver's license legislation in North Dakota and enhancements in Puerto Rico.

INFORMATION TECHNOLOGY

Selective Service made great strides in Information Technology (IT) infrastructure modernization in Fiscal Year 2019. The agency continues to operate and improve upon the Registration, Compliance, and Verification (RCV) system, 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 enormous records system requires 24-hour availability, continuous diagnostic monitoring, cyber security, and effective telecommunications management. Several decades of budget shortfalls have led to antiquated computer systems and an underpowered telecommunications backbone that impeded the speed of service while adding the risk of major operational failure. In FY 2019, an increase in budget funding was used for lifecycle replacement of critical equipment and IT infrastructure necessary to be prepared for mobilization in the event of a national emergency. Insufficient staffing in FY 2018, identified as an enterprise management risk, was 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.



Successes in FY 2019

Noted accomplishments in FY 2019 include:

- Initiated upgrades to internet firewall and circuits at National Headquarters
 - o Greatly improved network stability resulting in zero network outages since mid-May 2019.
 - o Established a Managed Trusted Internet Protocol Services (MTIPS) firewall contract that replaced the Sidewinder firewall managed by the Security Operations Center (SOC) with multiple secure firewalls that significantly enhance the network parameter security and defense.
- o Upgraded wiring and increased throughput by 1000%, significantly improving speed of connections to the Internet throughout Selective Service National and Regional Headquarters.
- o Purchased and installed modern network switches.
- o Implemented Continuous Diagnostic Monitoring (CDM) through the Department of Homeland Security (dashboard is live and pending promotion to Federal Dashboard).
- o Initiated technical refresh upgrade of 13 servers from 2008 to 2016.
- o Implemented Operating System deployment method for both National Headquarters and the Data Management Center using System Configuration Control Management (SCCM) software allowing Windows 10 compliance with the Configuration Baseline.

- Upgraded network infrastructure at the Data Management Center
 - Purchased modern switches for the outdated Data Management Center network infrastructure.
- Upgraded data storage and virtualization at the Data Management Center
 - Purchased modernized hardware and software solutions to replace virtualization infrastructure to address and resolve critical storage issues, network stability, and client-server speed.
- Completed a comprehensive phone systems upgrade at National Headquarters.
- Upgraded and improved Cloud services at National Headquarters.
 - Established a FedRAMP certified Cloud provider for data backup to allow the elimination of antiquated and costly hardware backup and data recovery system.
- Executed Lifecycle Management for the first time on all existing hardware, software, and licenses.
- Established reliable IT redundancy for National Headquarters, the Data Management Center, and the Regions.
- Contracted additional IT personnel to implement modernized customer service delivery while simultaneously maturing configuration management processes to achieve full FISMA compliance.

SUPPORT SERVICES

The agency's Support Services Directorate provides the means for core support 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

Independent auditors rendered an unmodified (clean) opinion in their report on the audit of the Selective Service System's financial statements for the year ending September 30, 2019. The unmodified opinion means the financial statements were presented fairly, in all material respects, in conformity with the generally accepted accounting principles of the United States. The agency's internal controls, as established and enforced by the Accounting Division, were free of material weaknesses, and complied with provisions of law, regulation, and contracts.

Auditors reviewed Selective Service's payments to test controls for preventing improper payments as required by the Improper Payments Elimination and

Recovery Improvement Act of 2012 (IPERIA). As a direct result of the Accounting Division's oversight, the auditors found no improper payments, determined that internal controls were operating effectively, assessed the agency's programs to be low risk, and concluded that implementation of a recovery audit program would not be cost effective.

The Accounting Division continued to navigate the inevitable obstacles inherent in most transitions to new services, such as the SmartPay3 government

travel charge card program. We are conducting final user acceptance testing on mobile devices before phasing into initial operating capability (IOC) for FedRevCollect – the U.S. Department of Treasury's mobile check capture, deposit, and processing platform. Lastly, Selective Service took the opportunity in FY 2019 to review interagency agreements with our federal trading partners and updated the point-of-contact information in preparation for G-Invoicing implementation in FY 2021.

BUDGET

FY 2019 Budget

The enacted budget for FY 2019 was \$26.0 million, which reflects a \$3.1 million increase over the FY 2018 enacted budget of \$22.9 million. The first big budget increase in 35 years.

FUNCTION	AMOUNT
Civilian Pay & Benefits	\$13,576,941
Military Reserve Officer Support Services	\$1,526,327
Agency Services (Government & Commercial)	\$4,231,313
IT Software & Equipment	\$3,483,253
GSA Occupancy Agreement (OA), Other Rent, Lease, Storage, and Maintenance	\$835,700
Postage & Express Courier Services	\$797,883
Communications Services, Utilities, and Facilities Operations	\$425,428
Printing & Reproduction	\$407,070
General Supplies and Furniture	\$375,379
Training, Travel, and Transportation of Personnel	\$274,885
Strategic Initiatives	\$65,821
TOTAL FOR ALL FUNDS	\$26,000,000

FY 2020 Budget

The FY 2020 Selective Service System enacted budget is \$27.1 million, which is \$1.1 million more than the FY 2019 enacted amount of \$26.0 million. At this funding level, Selective Service will meet its non-discretionary salary and expense requirements and continue its investment in critical cybersecurity enhancements and information technology infrastructure (IT) modernization. Furthermore, the additional funding will enable the Agency to establish a long-overdue IT lifecycle management program that will ensure the modernization investment is sustained over the long term.

CONTRACTS & LOGISTICS

The Contracts and Logistics Division provided support to all agency directorates through its procurement management function. In FY 2019, the agency processed and executed more than 500 purchase orders valued at \$12.8 million. The Division oversaw the development and issuance of contract solicitations, provided guidance and oversight of source selection panels, advocated full and open competition, and adjudicated sole source justifications. Additionally, the Division provided support through inventory management through the property accounting and management system (PAMS), postal operations, transportation, and physical security management. This support includes physical access control and personal identity verification (PIV) card management.

The Division oversaw a major intra-organizational physical relocation of National Headquarters personnel within its current facility. The Logistics Branch orchestrated the physical move of personnel between two floors, revamped work space assignments, ensured the necessary moving materials and equipment were on hand, and coordinated the disassembly and post-relocation reassembly of work stations with the Information Technology Directorate. The re-organization co-located previously disparate divisions of the same directorate, and consolidated complementary organizations within closer proximity. This ultimately improved communication, collaboration, and effectiveness at National Headquarters.

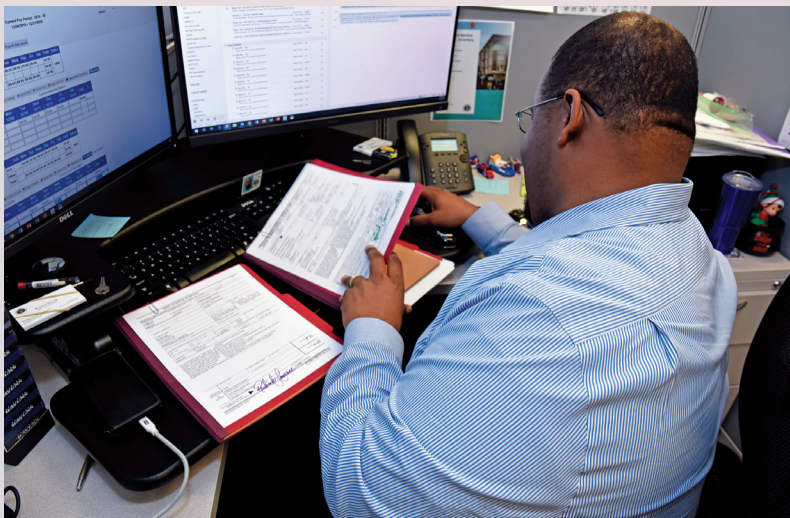
In furtherance of an initiative started the previous year, during FY 2018, the Division identified a

physical location within National Headquarters to serve as the central repository for all of the Selective Service's historical artifacts. The Division began inventorying and placing these artifacts in the space where they will be archived for posterity, protected from loss or damage, and documented. In doing this, Selective Service is preserving the agency's history and legacy in service to the nation.

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 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.

During FY 2019, Selective Service initiated the "HR Reset" – a complete overhaul of the personnel, policies, procedures, and organizational structure of the Human Resources (HR) Division. The HR Reset included a comprehensive revision of the annual performance appraisal system, a renewed emphasis on employee and supervisor accountability and responsibility, improved work/life balance and morale, and a more robust awards and recognition program. The latter was supported by the establishment of an Awards Board, comprised of senior leaders and chaired by the Chief of Staff, whose purpose was to ensure consistency, equity, and fairness in the awards process.



Fiscal Year 2019 also saw agency management to direct HR to establish a Position Management Board (PMB). The PMB was assigned responsibility to vet changes to the agency's personnel structure. The PMB ensured that requests for additional personnel, grade increases, contractor support requests, and any other changes that affected organizational structure were necessary, aligned with the updated strategic plan, and remained within the limitations of the agency's annual appropriation.

SELECTIVE SERVICE IN THE 21ST CENTURY

Never 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 Congress and the President. 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 ages 18 through 25 years old. It leverages new media with 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 to guarantee the most fair and equitable call of duty.

For an annual investment of 26 million dollars, 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 dynamic and uncertain world.



STATE DIRECTORS & REGISTRANTS BY STATE

State	State Director	18 Year Olds On-time Registration Eligible Men CY 2018 (Born 2000)	18 – 25 Year Olds Entire Registrant Group CY 2018 (Born 1993 – 2000)
Alabama	Paul D. Jacobs	17,674	236,844
Alaska	Edith Grunwald	2,799	39,218
Arizona	Phillip M. Cummings	48,319	407,380
Arkansas	Richard L. Gassaway	17,058	160,818
California	Paul J. Villegas	140,727	1,859,242
	John Arbogast (Deputy)		
Colorado	Edward L. Arcuri	21,932	257,371
Connecticut	Mark A. Fullerton	21,456	196,413
Delaware (Acting)	James DiDonato	5,923	52,530
District of Columbia	Barbara A. Pittman	1,401	20,484
Florida	vacant	122,873	1,097,170
Georgia	Larry D. Stewart	41,782	534,967
Guam	Gregory D. Perez	512	8,766
Hawaii	Andrew L. Pepper	5,571	65,297
Idaho	Michael D. Moser	9,041	93,683
Illinois	Anthony P. Libri, Jr.	53,196	682,682
Indiana	Brett A. Thomas	21,360	296,718
Iowa	Myron R. Linn	15,954	166,079
Kansas	Kenneth G. Fuson	17,418	163,290
Kentucky	Emmanuel Belt	17,976	216,046
Louisiana	Everett J. Bonner	29,618	252,657
Maine	Jeffrey A. Morton	4,213	53,104
Maryland	vacant	18,274	260,223
Massachusetts	Cynthia L. Canavan	20,868	288,338
Michigan	Eric B. Fretz	31,659	466,424
Minnesota	William C. Barbknecht	29,186	280,001
Mississippi	Pettis D. Walley	12,862	142,564
Missouri	Diane T. Cummins-Lefler	24,368	291,326
Montana	William D. Cooper	3,368	44,554
Nebraska	Robert J. Foley	8,291	91,371
Nevada	Francis P. Gonzales	10,895	134,107
New Hampshire	Peter Duffy	4,949	65,641
New Jersey	Frederick W. Klepp	31,562	410,741
New Mexico	John Caldwell	7,925	104,674
New York	Randall P. Kryszak	40,528	566,837
New York City	Paul A. Raimondi	27,593	392,569
North Carolina	vacant	46,595	643,196
North Dakota	Anthony L. Mutzenberger	2,986	32,646
Northern Mariana Islands	Joseph C. Reyes	155	2,250
Ohio	Bradley E. Willette	52,138	614,275
Oklahoma	Gregory Park	24,831	217,468
Oregon	Michael Kalberg	11,664	155,601
Pennsylvania	John C. Williams	42,704	564,118
Puerto Rico	Michelle M. Fraley	12,202	157,809
Rhode Island	Joseph N. Waller	5,130	53,657
South Carolina	Joe P. Johnson III	28,039	253,848
South Dakota	Emil Magnuson	5,407	46,441
Tennessee	Bruce E. Henry	34,874	329,067
Texas	Claude E. Hempel	164,958	1,571,795
Utah	Neil R. Hansen	24,651	194,866
Vermont	Phillip E. Murdock	1,999	25,344
Virgin Islands	Warrington O. Tyson, Sr.	255	4,151
Virginia	Manuel R. Flores	42,074	423,040
Washington	James M. Sims	30,745	333,003
West Virginia	James Runyon	10,085	83,974
Wisconsin	Denise Rohan	20,447	262,059
Wyoming	John J. Aguirre	2,074	25,282
Citizens outside the U.S.		1,872	23,023
TOTAL		1,455,016	16,417,042

NOTE: There were no inductions or deferments because there was no Congressional or Presidential authority for conscription.

SELECTIVE SERVICE SYSTEM

NATIONAL HEADQUARTERS

ARLINGTON, VA 22209

703.605.4010

