

# Annual Report | to the Congress of the United States

**Selective Service System**

Fiscal Year 2009



# Annual Report 2009 | Selective Service System

## Selective Service System – Senior Staff

At the end of Fiscal Year 2009

**Ernest E. Garcia**  
Director (Acting)\*

**Ernest E. Garcia**  
Executive Director

**Rudy G. Sanchez**  
General Counsel

**Richard S. Flahavan**  
Associate Director, Public and Intergovernmental Affairs

**Scott V. Campbell**  
Associate Director, Operations and Chief Information Officer

**Edward A. Blackadar, Jr.**  
Associate Director, Support Services

**Carlo Verdino**  
Comptroller

**Susan A. Cappo**  
Manager, Data Management Center

**Thomas G. White**  
Region I Director

**Keith A. Scragg**  
Region II Director

**Kenneth Bing**  
Region III Director

*\*Temporary assignment*

The FY 2009 Annual Report is mandated by Selective Service Act, Section 10(g).

## A Message from the Director

### ***Reduced Readiness***

Fiscal Year 2009 has been challenging. As an agency responsible for being prepared to conduct a draft in a national emergency, our registration and verification responsibilities have increased. To meet this challenge with restricted resources, the Administration's mandate is to focus on peacetime registration of young men with a decrease in operational readiness.

Today, the draft mechanism remains in standby status in the form of a cadre-size Selective Service System; the likelihood of a return to conscription seems remote. Thus, the agency has reduced its ability to return to a national draft in keeping with the guidance from the Office of Management and Budget, endorsed by the National Security Council and the Department of Defense.

While a draft is not needed today or anticipated for the foreseeable future, remaining vigilant toward the unknowns of tomorrow is both prudent and necessary. For Selective Service, this means concentrating upon registration compliance and service to our customers, while identifying ways to achieve greater efficiencies within ongoing operational readiness programs.

Finally, this annual report summarizes the recent work of a small federal agency that does a big job for America. At minimal cost, its full-time civilian

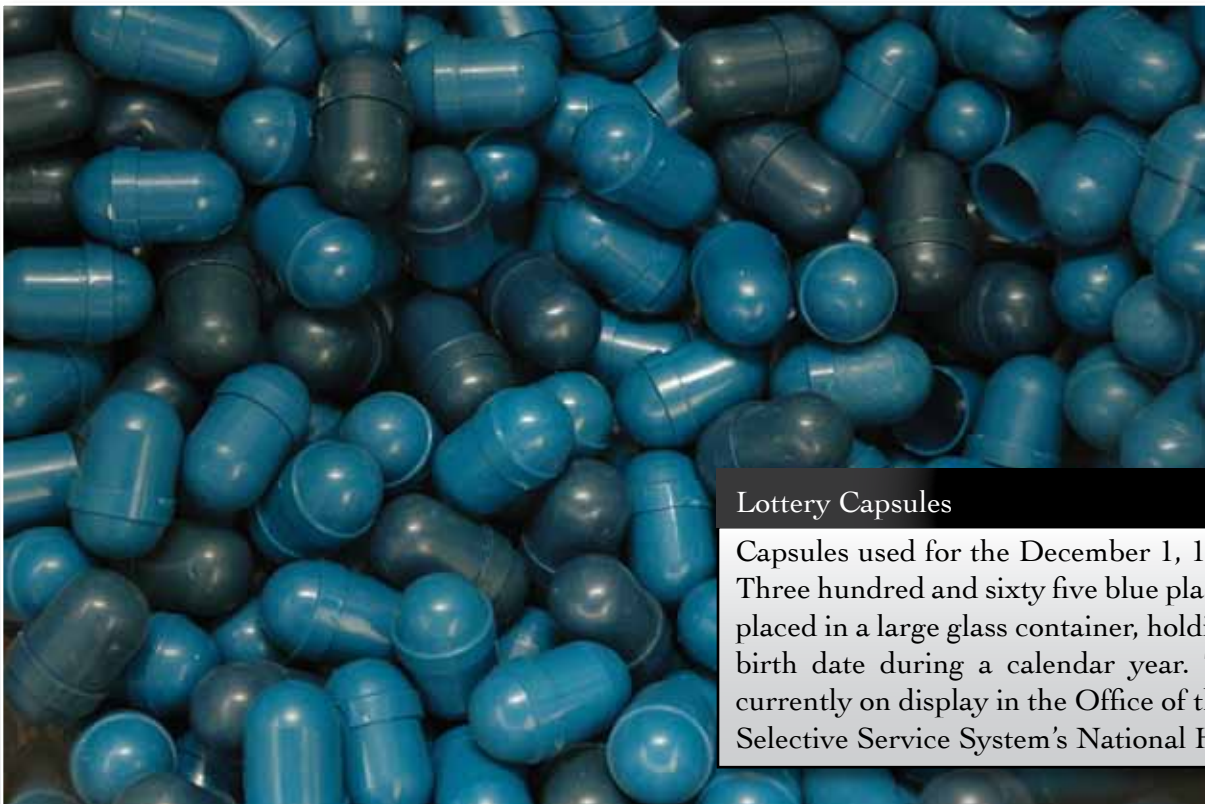
employees, part-time state directors and National Guard and Reserve officers, and thousands of unpaid civilian volunteer board members across America are dedicated to a fair and equitable draft when reinstated. All in all, today's Selective Service continues to serve as the founders of the all-volunteer military envisioned . . . as America's defense manpower hedge in a still dangerous and uncertain world. Selective Service continues to serve by capitalizing fully upon the experiences, knowledge, and commitment of its limited workforce.



Ernest E. Garcia  
Acting Director

## Table of Contents

<b>Structure and Purpose</b>	<b>1</b>
<b>Current Activities</b>	<b>2</b>
Budget and Finance	2
Registration	4
Public Awareness and Outreach	8
Information Technology	12
Human Resources & Logistics	13
Field Activities	14
<b>Operations</b>	<b>15</b>
Planning, Reclassify, and Training	15
Readiness Training	15
Alternative Service	16
<b>The Agency and the Future</b>	<b>17</b>
<b>State Directors</b>	<b>18</b>
<b>Registrants by State</b>	<b>19</b>



**Lottery Capsules**

Capsules used for the December 1, 1969, draft lottery. Three hundred and sixty five blue plastic capsules were placed in a large glass container, holding every possible birth date during a calendar year. The capsules are currently on display in the Office of the Director at the Selective Service System's National Headquarters.

## Structure and Purpose

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

Its statutory mission also includes being ready to administer an alternative civilian service program in lieu of military duty for men classified as conscientious objectors (COs) by a Selective Service board.

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

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

Registration is important to a man's future because Congress, more than half of the Nation's state legislatures, and scores of county and city jurisdictions have conditioned eligibility for several government programs and benefits upon a man being in compliance with the

federal registration requirement. These include student loans and grants, security clearances, government jobs, job training, and U.S. citizenship for immigrant men.

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

The Selective Service System's physical structure includes its national headquarters in Arlington, VA; the Data Management Center (DMC) in North Chicago, IL; and three regional headquarters located in North Chicago, IL, Smyrna, GA, and Denver, CO, covering all states, U.S. territories, and the District of Columbia. Region I covers parts of the Midwest and the upper portion of the East Coast, including New York City, as a separate entity, and the Nation's capital. Region II spans the southeastern and south central states, as well as Puerto Rico and the U.S. Virgin Islands. Region III includes the rest of the Midwest, western states, Alaska, Hawaii, Guam, and the Northern Mariana Islands.



# Annual Report 2009 | Selective Service System

## Current Activities

Selective Service has a two-part mission. The first part is to be ready to mobilize, which includes providing untrained manpower, and trained healthcare personnel if directed, to the Armed Forces in the event of a congressional and presidential call for conscription. This part constitutes the majority of the agency's current daily operations.

The second part of the mission is to manage an alternative service program for those classified as COs during a draft. This program would begin once a draft is underway and falls under the Operations section of this report.

Selective Service spends the bulk of its time on the day-to-day business of its current operations: securing registrations of men 18 through 25, collecting and maintaining personal information (full complete name, gender, date of birth, social security number, and mailing address), conducting public awareness and outreach coordination, responding to public inquiries, and staffing the agency with full-time personnel, augmented with volunteer local board members, high school registrars, state directors, and Reserve Force Officers (RFOs).

## Budget and Finance

### The FY 2009 Budget

On September 30, 2008, President George W. Bush signed into law H.R. 2638, the Consolidated Security Disaster Assistance and Continuing Appropriations Act of 2009. The measure funded the Selective Service System until March 6, 2009. On that date, both the Senate and House forwarded to the White House H.J. Res 38, continuing

appropriations until September 30, 2009, the end of the fiscal year (FY). As a result, funding for Selective Service remained at \$22 million. Both the Senate and House Appropriations Subcommittees on Financial Services and General Government had recommended that amount for Selective Service for FY 2009.



## Selective Service System FY 2008 & FY 2009: Obligation of Funds

FUNCTION	FY 2008 Amount	FY 2009 Amount
Personnel Compensation, including RFOs	\$12,389,159	\$11,373,879
Personnel Benefits	2,984,846	2,790,316
Travel and Transportation of Personnel	200,837	149,187
Office, Equipment, Miscellaneous Rentals, Utilities, and Courier Services	1,276,553	1,268,817
Communications Services	131,539	158,183
Printing and Reproduction	757,083	451,121
Other Services	1,650,213	2,180,569
Supplies and Materials	160,785	221,263
Postage and U.S. Postal Service	1,217,241	1,412,482
Furniture and Fixtures, Software, Telecommunications, Automatic Data Processing Systems and Office Equipment, and Books	490,420	1,288,470
Equal Employment Opportunity Services and Investigations	174,500	177,338
Military Entrance Processing Command (MEPCOM) - Payments	550,000	523,262
<b>TOTAL FOR ALL FUNDS</b>	<b>\$21,983,176*</b>	<b>\$21,994,886*</b>

*\*Total does not include DoD reimbursement and the balance available for unknown obligations*

### Anticipated FY 2010 Budget

For the fiscal year ending September 30, 2010, Financial Services and General Government funding was included in H.R. 3288, the Consolidated Appropriations Act of

2010. The bill, giving Selective Service System \$24.275 million, was signed into Public Law 111-117 by President Barack Obama on December 16, 2009.

# Annual Report 2009 | Selective Service System

## **Registration**

Registration is a critical component of Selective Service's mission to augment manpower to the DoD in the event of a national emergency. If a draft becomes necessary, the public must see that it is fair and equitable, and that all men are treated equally. For that to happen, the maximum number of eligible men must be registered. While Selective Service seeks a 100-percent compliance rate, it has curtailed and terminated programs that, in the past, have increased registration compliance across the United States and its territories to support housekeeping functions. Nevertheless, by registering, men comply with the federal law and remain eligible for student financial aid, job training, government employment, and security clearances. Immigrant men also protect their eligibility for U.S. citizenship.

To be consistent with past annual reports to Congress, this report will reference calendar year (CY) when comparing and talking about registration compliance rates and compliance statistics. To capture data of men age 18 through 25, Selective Service considers the data collected for an entire calendar year, for birthdays January 1 through December 31. All other registration comparisons will be discussed in fiscal year, to run parallel with the appropriation funding year.

For CY 2008, the Selective Service national overall registration compliance rate was 91 percent for men age 18 through 25, who were required to be registered.

This figure remained the same as in CY 2007. For the 18 year-of-birth (YOB) group, the compliance rate was 67 percent, down one percent from CY 2007; the 19 YOB group was 87 percent, down four percent from CY 2007; and the 20 to 25 YOB group, the draft-eligible group, was 96 percent, up one percent from CY 2007.

Primary factors contributing to registration compliance were: (1) the enactment and implementation in states and territories of driver's license legislation (DLL) encouraging registration with Selective Service to obtain a driver's license, driver's permit, or an identification card; (2) use of online registration through Selective Service's Web site, [www.sss.gov](http://www.sss.gov); (3) emphasis on soliciting volunteer Selective Service high school registrars; (4) mailings to states having the lowest compliance rates with a high registrant population potential, as well as nationwide to those 19-year-old men who had not registered; (5) liaison with U.S. Postal Service offices, the only universal source of availability of Selective Service registration forms; and (6) a modest registration awareness program, reaching out to educational and community groups who service young men.

## **U.S. Postal Service Mail-Back Program**

As of September 2009, the agency received and processed over 135,000 Selective Service registration forms through the U.S. Postal Service mail-back program. This vital program allows many young men who do not have access to the Internet, who do not have a driver's license, or who do not yet have a social security number to register with Selective Service at any U.S. Post Office. This program affords young men in locales throughout the Nation the opportunity to fulfill their Selective Service registration requirement and a choice to register through the Post Office.

The registration and change of information forms meet the latest Office of Management and Budget's and Social Security Administration's privacy/identity theft requirements.





## Steps to Registration Compliance

To assist in obtaining registration compliance, young men may register online through the Internet, or complete and return a Selective Service registration form, or if the form was sent directly by Selective Service, the man may register by telephone.

In addition, names of registration-age men are obtained from Departments of Motor Vehicles (DMV) and the U.S. Department of Education. State DMV data are obtained from almost every state and territory of the United States that does not have mandatory DLL supporting the Selective Service registration requirement. Other sources of data used in the compliance program are the U.S. Postal Service; high schools; Workforce Investment Act sites; the Departments of Defense, State, and Transportation; the Office of Personnel Management; and the U.S. Citizenship and Immigration Services.

To improve registration awareness and compliance rates, the agency continued direct mailings – although fewer, due to lack of funding – targeted to potential registrants in state locales with large populations and estimated low-registration compliance.

## Data Management Center

The Data Management Center, located in Illinois, processes registrations and maintains the computer database operations that support the agency's mission. Since it was established in September 1981, DMC has processed over 64 million registrations, made over 31 million file changes to these records, printed and mailed 193 million letters and cards, answered over 22 million telephone calls, all in addition to other requirements associated with peacetime registration programs.

In FY 2009, DMC processed nearly 2.3 million registrations and over 600,000 updates to registrant files, verified the registration status of over 4 million men through the Selective Service Web site, manually researched and edited nearly 280,000 responses to compliance correspondence, processed over 1.1 million

telephone inquiries, and produced and mailed nearly 4 million pieces of computer-generated correspondence to acknowledge or promote registration. Such work was accomplished by a seasoned workforce of less than 50 employees, maximizing the use of improved technology.

Most telephone inquiries were from men applying for federal and state entitlement programs that required proof of registration. Eighty-five percent of calls to DMC were processed by an interactive voice response system. The remaining 15 percent of the calls were more complex and handled by a small group of agents. In addition to answering telephone calls, DMC also processes the majority of written inquiries to the agency.

The number of requests for status information letters increased about 25 percent over the previous year. The response letters are sent to men who failed to register with Selective Service and are now past their 26th birthday. These men may be denied federal student financial aid, federal employment opportunities, and job training because they failed to register. The Data Management Center prepared and mailed over 60,000 status information letters to non-registrants. This work provides a valuable service to the public and serves as a critical tool for state and federal agencies in the administration of their entitlement programs.

Eighty-five percent of its FY 2009 registration workload is processed through automation. However, DMC's small data entry staff is still required to input nearly 800,000 transactions each year, including manual registrations, registrant file updates, compliance additions and updates, post office returns, and miscellaneous forms. The quality of this manual work is impeccable with a 99.98 percent accuracy rate, directly attributing to an over-98-percent deliverability rate for mailings to registrants in the prime year group for draft eligibility, the 20 YOY group. The personal, hands-on customer service provided by the agency's small staff at DMC remains a vital part of the Selective Service System's mission despite the shift towards more electronic transactions.

During FY 2009, DMC has maintained the registration processing systems for DLL, as well as systems for processing registrations for Alaska Permanent Fund and Georgia Student Finance Commission applicants.

## Increasing Registration Compliance

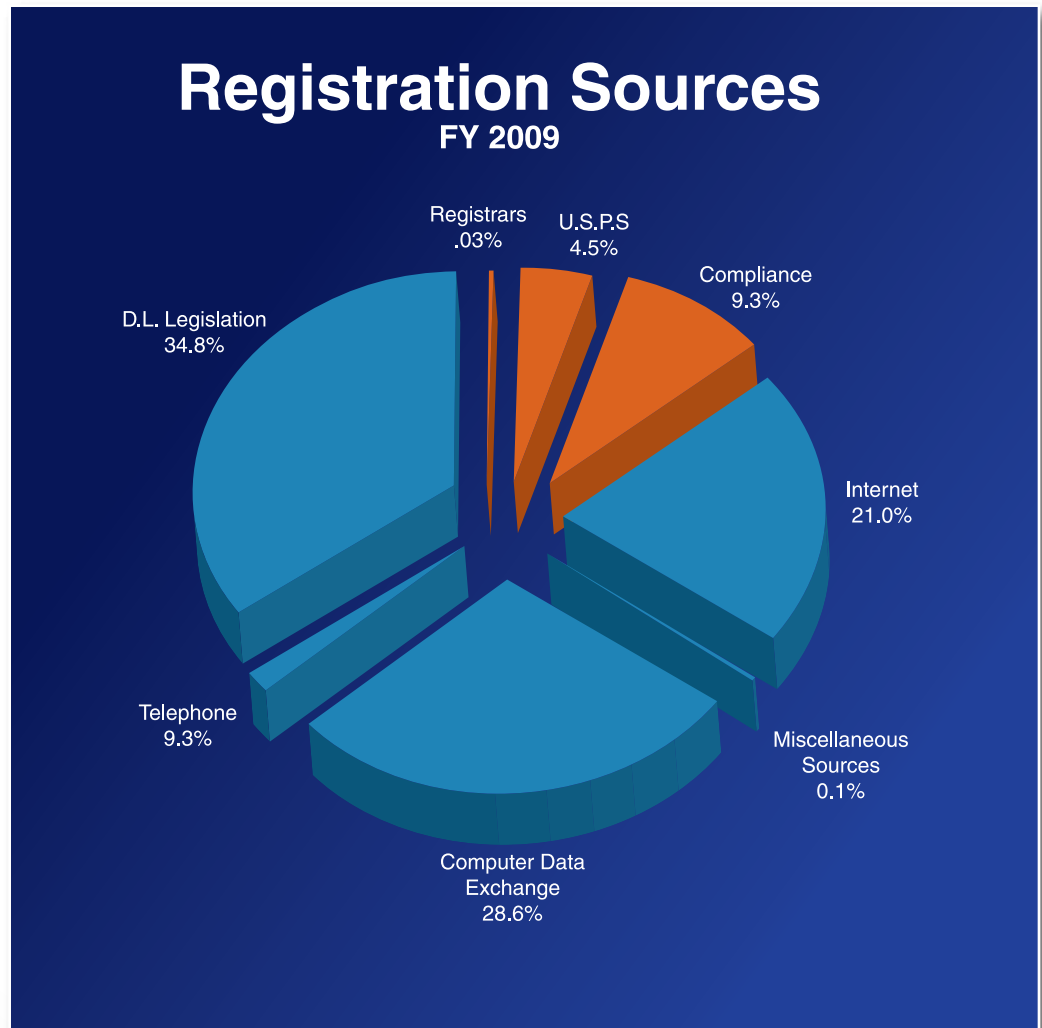
### The Driver's License Initiative

Because the objective of the Selective Service registration program is to have a fair and equitable return to conscription when the need arises, it is necessary to develop initiatives to increase registration compliance. The most important initiative during the past few years has been the driver's license initiative, with the agency working closely with states and territories that pursue DLL in support of the Selective Service registration program. Selective Service provided such assistance as reviewing draft legislation, having a working agreement with the American Association of Motor Vehicle Administrators network, and providing information management related technical expertise.

By the end of FY 2009, 37 states (Alabama, Arizona, Arkansas, Colorado, Delaware, Florida, Georgia, Hawaii, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Maryland, Michigan, Minnesota, Mississippi, Missouri, Montana, Nevada, New Hampshire, New Mexico, New York, North Carolina, Ohio, Oklahoma, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah, Virginia, West Virginia, and Wisconsin), three territories (Guam, Northern Mariana Islands, and Virgin Islands), plus the District of Columbia, had enacted DLL linked to the registration requirement. As a result, nearly 805,000 men were registered in FY 2009 through DLL. [Note: CY 2009 data is not available until March 2010.]

Although the states that have enacted this type of legislation comprise nearly 71 percent of the Nation's registrant population potential for 18 year olds and 72 percent for draft eligible YOB groups (20 through 25 year olds), it is not enough. Selective Service's goal is to achieve 100-percent DLL coverage in all states and territories.

For FY 2010, the primary emphasis on improving the overall registration compliance rate continues to be assisting states in their efforts to enact DLL linked to Selective Service registration.



## **Electronic Registration**

As far as funding permitted, cost-effective programs continued to be employed and expanded to help young men register more quickly and easily. Over the past years, a larger portion of the registration process has become automated because of DLL, Internet registration, tape-matching programs, and a telephone option. Almost 86 percent of registrations were received electronically during FY 2009 (DLL, Internet, Department of Education, telephonic, DoD, Department of Labor, and Alaska Permanent Funds) compared to 84 percent in FY 2008. Registrants are encouraged to register electronically because it is a more cost-effective and accurate method of registering than paper/card registrations, which have to be processed manually.

With the cooperation of U.S. Citizenship and Immigration Services, immigrant men, ages 18 through 25, who are accepted for permanent U.S. residence also become registered automatically with Selective Service. Furthermore, men of registration age who complete an application for an immigrant visa with the U.S. Department of State are automatically registered. In FY 2009, over 61,000 men were automatically registered through this interagency agreement, which is comparable to previous years' statistics.

## **Early Submission of Registration Information**

In an effort to reach young men who are considering dropping out of school, as well as to buttress on-time registration compliance, the agency also encourages early submission of registration information. This program allows 17-year-old men to submit registration information "early" through the Internet ([www.sss.gov](http://www.sss.gov)), driver's license applications, and other sources. The man's information is held until 30 days before his 18th birthday, at which time his registration record is processed.

## *Increasing Registration Awareness*

### **Registrar Programs**

Eighty-seven percent or 18,013 of the Nation's high schools had an uncompensated volunteer acting as a Selective Service high school registrar, who is authorized to administer and receive registrations from young men. The high school registrar program is an effective awareness program that informs male students face-to-face about the requirement to register with Selective Service. Because registration is a prerequisite for federal job opportunities and student financial aid, this program continues to reduce the delay and disqualification many young men could experience if their registration obligation is not fulfilled at the time they turn 18 years old. The program also provides a convenient location for young men to register. Increased use of online registration reduced the workload on these high school registrars. Selective Service board members and staff participated in the "Adopt-a-High School" Program to encourage schools to appoint high school registrars and emphasize online registration.

The agency continued to obtain increased cooperation from new, uncompensated Selective Service registrars for the Farmworkers Opportunity Program and the Workforce Investment Act Program. The result was increased registration awareness and an increase in compliance by registration-age men participating in these programs.

Increased use of online registrant verification resulted in improved customer service by providing high school registrars, as well as registrants, student financial aid officers, and Workforce Investment Act officials, with the ability to check and verify a man's registration.

### **Registration is the Goal**

The Selective Service goal is registration, not prosecution. However, if a man fails to register, or fails to provide evidence that he is exempt from the registration requirement after receiving Selective Service reminder and/or compliance mailings, his name is referred to the Department of Justice (DoJ) for possible investigation and prosecution for his failure to register, as required by the Military Selective Service Act. During FY 2009, 169,586 names and addresses of suspected violators were provided to the DoJ, an increase of 22% from FY 2008.

## Public Awareness and Outreach

While performing the spokesperson function for the agency, the Public and Intergovernmental Affairs Directorate handles the preponderance of Selective Service's communication with the general public, schools, professional associations, government entities, Congress, and the news media. This directorate advises Selective Service's leadership on the public relations aspects of all policies; monitors legislation in the U.S. Congress of interest to the agency; assists individuals searching for Selective Service registration numbers and classification records; responds to all press inquiries; services e-mails, faxes, phone calls, and letters from the public and its elected representatives; negotiates agency positions with state and federal governmental bodies; and pursues an outreach network with social services and organizations that work with registration-age men.

## Legislative Affairs

Only one bill affecting Selective Service was introduced in FY 2009. Rep. John Lewis of Georgia introduced H.R. 2085 on April 23, 2009. The measure would affirm the religious freedom of taxpayers who are conscientiously opposed to participation in war, provide that the income, estate, or gift tax payments of such taxpayers be used for nonmilitary purposes, and create the Religious Freedom Peace Tax Fund to receive such tax payments. The bill was referred to the House Ways and Means Committee. No action has been taken.



*The Agency in the Public Eye***Public Affairs**

The Selective Service System has a venerable history of public service spanning two centuries of war, the Cold War, and peace. However, because there has not been a military draft since 1973, many individuals believe, innocently but incorrectly, that this agency has been disestablished, its important work terminated, and that men are no longer required to register. Others believe Selective Service programs would operate in the future as they did during the Vietnam era. These public misconceptions are also incorrect. In any future draft, there would be significant changes – changes fostering fairness.

During FY 2009, the major topics outside the Selective Service System's purview, but which have a direct impact on the agency's current operations, continued to be immigration, protracted conflicts abroad, the protection of personal information and prevention of cyber attacks, greater need for Selective Service registration numbers for private contractors and public employment, and a new emphasis on government accountability.

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

Throughout the past year, Selective Service responded to an unprogrammed influx of inquiries, correspondence, and phone calls from both U.S. citizens and non-immigrants expressing concern about eligibility to benefits and programs contingent upon the Selective Service registration requirement. Selective Service attempts to continue to spread its message to immigrant men and community-servicing organizations that all men ages 18 through 25 living in the United States must register, whether they are documented or undocumented aliens. Furthermore, greater emphasis is placed on registering men who have yet to obtain a social security number. Selective Service continues to stress to these men and community groups that immigrant men ages 18 through

25 must be registered if they reside in the United States for more than 30 days and are not on a visa, particularly if they want to become U.S. citizens. For example, Selective Service's Public Affairs and Intergovernmental Directorate received and processed during FY 2009 over 10,000 pieces of correspondence: 240 congressional inquiries, 12 White House referrals, 33 Freedom of Information Act requests, and 10,284 general public inquiries.

**Record Requests for Men Born Before 1960**

Since 2007, the National Archives and Records Administration has had ownership of Selective Service records for men born before 1960. This means anyone requesting a copy of the registration card and/or classification record of a man born before 1960 must now go directly to the National Archives.

**News Media Coordination**

Numerous news outlets, both print and broadcast, contacted Selective Service for interviews or specific information.

During FY 2009, Selective Service worked with such newspapers as *The Washington Post*, *New York Times*, *Orange County Register*, *New Hampshire Gazette*, *¿Qué Pasa?* magazine, *Toledo Blade*, *Pittsburgh Post-Gazette*, *Syracuse (New York) Eagle*, and *Wall Street Journal*.

**National Outreach and Public Awareness Initiatives**

The Selective Service System had an austere year of public awareness and outreach efforts in FY 2009 due to the continuation of reduced availability of national awareness funds. This was the third year where budget constraints limited many of the traditional vehicles for message delivery. National headquarters staff, with the support of dedicated state directors, board members, RFOs, and field personnel, conducted a limited registration awareness program: Radio public service announcements and high school publicity kits, and national air shows. National exhibits and outreach efforts to educators and multiethnic associations remained unfunded; print ads,

# Annual Report 2009 | Selective Service System

Internet awareness, television, focus groups research, and communications were not implemented.

## Radio/Television Public Service Announcements

Selective Service redistributed its radio package, “Something Every Young Man Needs to Know,” with a compilation of 19 radio-spot public service announcements in English and Spanish along with announcer-read scripts for “live” radio public service announcements. Included in the radio package were announcements by actor Gunnery Sergeant R. Lee Ermey (Ret.), USMC, and singer Victoria Robertson. Both of these entertainers donated their time and talent, for which Selective Service is very appreciative.

A distribution was sent to 5,000 radio stations in January 2009.

A new radio package, “Important Information for Young Men About to Turn 18,” with a compilation of 19 radio public service announcements, was distributed to 7,000 radio stations in August 2009. The value of donated air time was not computed this year due to budget constraints.

No television public service announcements were produced or distributed.

## High School Publicity Kit

High school publicity kit materials were distributed to 37,000 high school addressees. (Note: although there are nearly 21 thousand high schools in the U.S., some high schools have more than one registrar, so more than one high school kit was sent to those schools.) The publicity kits were sent to uncompensated Selective Service high school registrars and to principals for those schools not having a designated Selective Service high school registrar. Former Selective Service Director William Chatfield called upon high school educators and influencers to help create greater Selective Service registration awareness in his cover letter.

The kit included a collection of posters, newspaper ad slicks, and public address announcements with an important registration message for high school men.

Selective Service high school registrars and guidance counselors were encouraged to remind young men about their civic responsibilities to register and the importance of complying with the federal law, as well as to facilitate their registrations online at [www.sss.gov](http://www.sss.gov).

## Air Shows

Selective Service completed its fourth year of its air show program targeting 18-year-old men and their influencers. A Selective Service exhibit booth was set up in seven high-priority, low-registration compliance areas: Washington, DC, Jones Beach, NY, North Kingston, RI, Binghamton, NY, Selfridge, MI, San Diego, CA, and Las Vegas, NV. Hundreds of thousands of guests attended these air shows and learned about the registration requirement. Unfortunately, the number of registrations garnered did not meet the expected return on investment.

Selective Service looks forward to returning to more traditional and more fruitful awareness initiatives beginning in FY 2010.



## Outreach Initiatives at the Local Level

Local outreach efforts to increase registration awareness, and in turn registration compliance, included visits by Selective Service regional headquarters staff and RFOs. These individuals provided registration information to young men and/or their influencers at local high schools, local service organizations that reach registration-age men, including Rotary Clubs, Veterans of Foreign Wars posts, a wide variety of association meetings, local businesses, job fairs, county fairs, and other community events.

In August 2009, Region III personnel Mr. Jerry Johnson and Ms. Carol Mills, attended the 12th Annual NOMAR (National Organization of Mexican American Rights) conference in Las Vegas, NV. The conference focused on issues such as equal employment opportunity, federal employment, regulatory guidelines, and future trends. Approximately 250 attendees were at the conference and various government agencies were represented in the exhibit area. The registration requirement was stressed at this venue along with the overall mission of the agency.

Agency personnel provided registration awareness materials, as well as facilitated registration at various air shows throughout the Nation. Additionally, uncompensated Selective Service board members and state resource volunteers took part in the Adopt-a-Post-Office Program to ensure U.S. Post Offices have supplies of current registration materials and understand the current Selective Service registration procedures.



## Information Technology

Fiscal Year 2009 saw a number of improvements made to the Selective Service System's information technology (IT) infrastructure. Security threats continued to add to its existing daily workload. Selective Service is making every effort to ensure that its IT systems remain capable of fulfilling the agency's mission should a return to conscription be ordered by Congress and the President.

One of the major modernization achievements for the fiscal year was the completion of the analysis, planning, and functional requirements for the Selective Service registration compliance and verification (RCV) portal. This new system will be a significant upgrade from the agency's current legacy information system, which was created in the 1980s. The new RCV system will improve the support of crucial Selective Service business functions over the current system. It will replace a legacy mainframe-based system using cyclic batch processing with a modern real-time server-based environment that is event driven. It will replace labor-intensive manual batch program operation with a fully-automated browser-based interface. It will replace cyclic operation with workflow-driven operation. It will replace a system that requires development effort to adapt to new business requirements with one that end users will use to dynamically define new sources of data, and perform complex queries to answer business intelligence questions. It will replace an expensive, mainframe architecture with a scalable, reliable, cost-effective server-based architecture. And most critically, the new RCV system will be one that meets all Federal Information Security Management Act (FISMA) and other federal IT security standards, and will ensure the security and integrity of personally identifiable information (PII).

Selective Service continued to support its online public Web site registration and verification system at [www.sss.gov](http://www.sss.gov). The online registration/verification is operational seven days a week, except for weekly scheduled maintenance. A current registrant can verify his registration online, as can any university or government personnel trying to verify whether or not a man is registered with Selective Service and in compliance with federal law. This is a valuable public service provided to the registrant to ensure he receives the benefits tied to the registration requirement.

Information security remained a primary focus of Selective Service's IT staff. During this fiscal year, numerous requirements were addressed to protect PII and to promote information security. Focused on compliance with FISMA, this initiative requires that the agency adhere to established information security practices as defined by the National Institute of Standards and Technology. The agency goes through an annual audit and screening to determine its level of compliance and is committed to correcting its security shortcomings.

During FY 2009, Selective Service updated its servers, wide-area network, and security systems. At the end of FY 2009, the agency was migrating to its telecommunication services under the old FTS2001 contract to the new NetWorx contract. The amount of bandwidth (data capacity) currently used to support Internet registration will be increased to better serve young men registering over the Internet. Selective Service anticipated finishing this migration by the end of CY 2009. However, it did not happen, so a 2010 completion is now envisioned. It also installed a second firewall and intrusion detection device to improve network security. The agency has implemented the use of virtual servers to replace the physical server. While the full scope of the virtualization project will not be completed until FY 2010, the completion of the servers at the national headquarters constitutes the bulk of the servers reducing the 40 physical servers to five. Selective Service remains committed to using the latest technology to better serve the public as well as its staff.





## Human Resources & Logistics

Selective Service relies on a diverse workforce of full- and part-time civil servants, part-time military reserve component personnel, and civilian volunteers. The agency's authorization for full-time equivalents (FTEs) has decreased from 154 in FY 2006 to 130 by the end of FY 2009, while still accomplishing its overall mission through investments in technology, employee training, and the development and implementation of a Human Capital Management Plan (HCMP). The agency's FTE number includes support of 56 part-time state directors and one deputy state director. State directors are compensated for an average of up to 12 duty days throughout the year, although most of them devote considerably more time to Selective Service activities.

The agency continues to develop its strategic HCMP, which includes the workforce plan and accountability plan, to meet the requirements of the President's Management Agenda. The purposes of the HCMP are to align the agency's human and financial assets with its operational, information technology, and logistical processes for the benefit of those it serves, and to set more ambitious goals for the future. Greater responsibility and accountability are also key objectives of the HCMP.

This plan supports the long-term guidance provided in the strategic plan that is necessary to conduct effective day-to-day business and prepare for a future draft. In either case, the agency must ready itself for a future workforce significantly different from today's workforce, where the average employee has 20 years of service.

The agency must also be ready to recruit and process a massive influx of employees in case of a general mobilization. In the event of a mobilization, the agency will "plus up" initially by using the services of temporary contract workers, as well as special direct-hire authorities and current hiring authorities of the Office of Personnel Management.

Agency human resources officials are motivated by the goals of improving employee morale and the workplace environment, enhancing employee training tools, and increasing efficiency and asset management through the

optimum use of state-of-the-art technology. In addition to flexible and compressed work schedule options, the agency has expanded its telework program to cover nearly 75 percent of all employees and improved online work capabilities. Improvements in the performance appraisal and award systems continue. The agency analyzed and shared with employees the results of the annual human capital survey. This survey highlighted a continuing need for particular emphasis in the leadership and communications areas. Selective Service participated in the Office of Personnel Management-led human capital survey in FY 2008; the results have been received and were posted to the agency's Internet site. In addition, focus group meetings were held to address critical concerns in several areas and to create an action plan for improving employee satisfaction. Selective Service is working with the overall government-wide effort, led by Office of Personnel Management to address this vital issue. Selective Service is similarly committed to improving the end-to-end hiring model.

In conjunction with the President's Management Agenda, e-Government initiatives, the agency's electronic questionnaires for investigative processing (e-QIP) procedure is operational and has improved the background investigation process by automating paperwork, enabling cross-agency checks, and streamlining data management.

The online training site GoLearn has helped the agency upgrade employee knowledge and skills required for various jobs, all while reducing the expense and time of formal classroom training. During FY 2009, the agency was able to provide funding for its leadership training program and expanded the training opportunities to address "Women in Leadership" and "Blacks in Government." Selective Service continued to use its Intranet Web site for publishing specific topic areas for retirement planning and leadership information.

Selective Service implemented the e-Verify process, in accordance with Homeland Security Presidential Directive 12 (HSPD-12). E-Verify helps employers maintain a legal workforce and protect jobs for authorized U.S. workers.

Using the contracted services of the U.S. General Services Administration, the agency is working with the U.S.

# Annual Report 2009 | Selective Service System

General Services Administration to complete the rollout of the HSPD-12 government identification card program in FY 2009. Future efforts will include using these cards for computer log-in security and building access control.

In FY 2009, Selective Service participated in the Office of Personnel Management-led initiative to automate official personnel records (e-OPF). This project is expected to be completed in FY 2010 and is a process to save time and postage, as well as provide better, quicker, and expanded access for employees to their records.

The agency's security manual is still being developed to provide coordinated policy and procedures for all security-related issues.

As funding permits, another e-government initiative being considered is a more automated online time and attendance record keeping. Online access to leave and earning statements is also a near-future initiative.

Each of these improvements is supportive of the President's Management Agenda and sound business practices.

## Field Activities

The agency's ability to perform its primary mission, which is to mobilize successfully in a future national emergency requiring a draft, is linked to its hundreds of part-time employees and thousands of volunteers throughout the country and U.S. territories. That link is maintained by the agency's three region headquarters located in North Chicago, IL, Smyrna, GA, and Denver, CO. The regions are responsible for maintaining Selective Service readiness at the grassroots level. They also oversee the activities of the agency's 56 state directors and one deputy state director, and conduct training for the RFOs and local and district appeal board members. The regions directly support the agency's goal of increasing registration compliance through local registration awareness programs.

Region I Headquarters, located in North Chicago, IL, has a staff of eight civilian employees and is supported by 18 state directors and 52 part-time Reservists. Region I, including parts of the Midwest and the upper portion of the East Coast, consists of 16 states, New York City as a separate entity, and the Nation's capital: Connecticut, Delaware, Illinois, Indiana, Maine, Maryland, Massachusetts, Michigan, New Hampshire, New Jersey, New York, New

York City, Ohio, Pennsylvania, Rhode Island, Vermont, Wisconsin, and the District of Columbia. It encompasses a diverse population that is well represented by more than 3,400 Selective Service local and district appeal board members, with additional board member appointments pending. Region I is authorized 3,620 board members, and, in this fiscal year, 179 new members were appointed to represent their communities. Region I had 48 board members who retired after the allotted 20 years of service on their respective boards.

Region II Headquarters is located in Smyrna, GA, just outside of Atlanta, with a staff of eight civilian employees and the support of 15 state directors and 47 part-time Reservists. This region covers southeastern and south central portions of the United States, consisting of 13 states and two territories: Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Texas, Virginia, and West Virginia, as well as Puerto Rico and the U.S. Virgin Islands. Of the 3,585 board members authorized, there are 2,973 local and district appeal board members currently serving, with additional board member appointments pending. Region II had 56 board members who retired after the allotted 20 years of service on their respective boards.

Denver, CO, serves as the base of operations for Region III Headquarters, with its eight civilian employees, 21 state directors, one deputy state director, and 53 part-time Reservists in the field. Region III includes the rest of the Midwest (not covered by Region I) and consists of 21 states and two territories: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Iowa, Kansas, Minnesota, Missouri, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, Oregon, South Dakota, Utah, Washington, and Wyoming, as well as Guam and the Northern Mariana Islands. Region III is authorized 3,470 board members, and at the end of the fiscal year 2,788 were appointed and are serving on local or district appeal boards, with additional appointments pending. During the year, Region III had 64 board members who retired after serving their full, legal term of 20 years.

The regions had a number of RFOs called to full-time active duty to support the military contingencies, including officers serving in Afghanistan and Iraq. In addition, each region has RFOs currently serving as Casualty Assistance Officers.

## Operations

The Selective Service System exists to serve the emergency personnel needs of the military by conscripting untrained manpower, or personnel with professional health care skills, if directed by Congress and the President in a national crisis. Its statutory mission also includes being ready to administer an alternative service program in lieu of military service for men classified as COs by Selective Service local boards. The last delivery timeline to the Department of Defense is M+193 (one hundred and ninety three days after Selective Service has received authorization to mobilize). Selective Service's registration, training, and planning processes play vital roles in fulfilling its two-part mission.

A major directorate-wide product completed this fiscal year was the development and update of the policies and procedures within the registrant integrated processing system (RIPS) manual and the agency's preparedness plans – at the national, regional, state, and local levels – that would be used in the event of a national emergency. However, the supporting IT remains to be addressed.

### Planning, Reclassify, and Training

To allow for a more process-oriented distribution of operational functions, Selective Service combined its planning, reclassify, and training functions under the Operations Directorate. The planning, reclassify, and training process covers updating and maintaining the agency's preparedness plans for the mobilization process of activating the agency's field structure upon direction of Congress and the President. When activated, the following sequence of events is: notifying the public of the draft lottery results, delivering selected young men to the Military Entrance Processing Centers, reclassifying registrants during a return to conscription, and settling claims by men seeking postponements, exemptions, or deferments from military service. Finally, the Directorate also manages the agency's board member program during both pre- and post-mobilization operations.

The board member program consists of approximately 11,000 uncompensated, civilian volunteers who serve as local, district, and national appeal board members. Selective Service provides training for these volunteers on their duties and responsibilities adjudicating claims filed by registrants seeking postponements, exemptions, or deferments in accordance with national policies and procedures.

### Readiness Training

The training function covers the mobilization preparedness/readiness of the nearly 11,000 board members nationwide, as well as agency RFOs and state directors. During FY 2009, training efforts continued to focus primarily on converting the manual, face-to-face readiness-training program into an electronic online training platform. Using new and existing technologies, Selective Service continued to expand and add to its library of computer- and Web-based training courses. Some significant measures of success have been achieved in this area. Selective Service has tested and is in the process of refining and deploying its continuing education training available on the Web, which allows personnel access to training materials 24 hours a day, seven days a week.

New board members continued to be provided group-study initial board member training (IBMT), which introduced them to their duties as board members. During this fiscal year, a computer-based, online version of IBMT has been developed and deployed for use in the regions. The electronic training is designed to encompass all the relevant points of the classroom version and includes video footage of a scripted board hearing so that participants can view proper board procedures and become better acquainted with the claims and adjudication process. This Web-based course provides high-quality training, to supplement and eventually become the primary alternative to the more costly face-to-face training. In addition to IBMT, electronic versions of the agency's professional development course and orientation training were developed for new board members, while new

# Annual Report 2009 | Selective Service System

officer/state director training was developed in electronic Web-based format for RFOs and state directors.

Continuing refresher training was provided to board members in both group and self-guided study, as well as online. This year, the training focus was on the minister of religion classification and included a scripted video that was produced by Audio-Visual Services at the Pentagon at no cost to the agency. This video allowed for realistic visual exchanges between board members and registrants.

The process of converting to electronic media also includes an ongoing effort to simultaneously update the agency's hardcopy materials for those who do not have access to electronic training. In addition to the above listed efforts, the training component also developed and deployed Web-based Continuity of Operations Plan (COOP) training agency-wide for all employees.

## Alternative Service

The alternative service program (ASP) used technology this fiscal year to reduce barriers that distance to travel and lack of funding have put between the agency and some of its conscientious objector constituencies. Two pilot electronic outreach sessions, held in June and July of 2009, used the Internet, telephone, and the U.S. Postal Service to bring together Selective Service leadership and advocates for CO issues. All participants used the telephone for aural and oral communications. Those with Internet access used a telecommunications software package to access a Power Point presentation. The presentation was mailed or faxed to those without Internet access.

Both sessions lasted over one hour and were hosted by the ASP manager and the Associate Director for Public & Intergovernmental Affairs. The agency's formal presentation included the results of a series of policy reviews on issues of concern to the CO community. A considerable amount of time was devoted to answering questions. The sessions were very well received and plans have been made to make this sort of electronic outreach session a twice annual effort to confer with groups unable to travel to the national headquarters to discuss their issues. Multiple sessions were scheduled in each outreach visit to ensure broadest coverage.

Few of the more conservative Anabaptist religious communities, i.e. the Amish and the conservative Mennonite, make wide use of advanced communications technologies. Outreach to these groups will proceed with the "old school" approach. Fortunately, Selective Service has found that a blend of newer and older technologies yields an outreach program that is balanced and effectively meets the needs of its various publics. Thus, the ASP manager and the Associate Director continued to welcome representatives of various historic peace church constituencies to the national headquarters. Among those making their first appearance were representatives of the South Atlantic Mennonite Conference. They presented their credentials when they accompanied representatives of the Southeastern Mennonite Conference on their second visit to the national headquarters on September 15, 2009.

The ASP manager and the Associate Director also traveled to Rutledge, MO, in late August 2009. The two-day trip included two meetings where the Selective Service representatives spoke to over 400 people in person, with the addition of about one hundred people listening in by telephone. Representatives from conservative Mennonite and Amish churches came from at least eight states, including Montana, Missouri, Iowa, Wisconsin, Illinois, Kansas, Oklahoma, and California.

The larger of the two meetings was also attended by a Missouri local board member and the Selective Service state directors for Iowa and Missouri. This meeting provided an opportunity for these Selective Service field personnel, compensated and uncompensated, to learn more about the people with whom they will come into contact during any return to conscription. This is imperative as local board members will decide whether to grant or deny registrants' requests for CO classification and state directors will assume responsibility for ASP operations within their states.

National headquarters leadership also toured a soap-making operation at the Lakeside Mennonite Relief Center. Weaverland Disaster Services, a volunteer relief organization funded and run by the Weaverland Mennonite Conference, hopes that the soap-making operation will be a suitable employment option for conservative religious Alternative Service Workers (ASWs) in any return to

scription. In the interim, the operation of this factory fulfills this community's passion for service in aid of others.

The trust built up over the past five years of interaction with the CO-advocacy community is paying off. Selective Service is regularly contacted by individuals and groups desiring to establish a relationship with proponents of this program. Productive discussions and negotiations on issues of importance to this community are at the root of

improved public relations and improved ASP operational and readiness planning.

The Selective Service goal is to meet our legislative mandate that ASWs be employed at work that benefits the national health, safety, and interest without offending the religious, ethical, or moral sensibilities of any ASW in the process.

## The Agency and the Future

**This small and compact agency stands ready to satisfy its statutory mandates:**

*To deliver untrained manpower and trained health care personnel to DoD according to DoD's time frames when directed by the President and Congress, and*

*To manage an alternative service program in the civilian community for those men classified as conscientious objectors by its boards.*

To perform these continuing responsibilities, certain collateral activities must be in place today. There needs to be ongoing peacetime registration of men as they reach age 18, the identification of and contact with suspected nonregistrants to ensure compliance with the law, the maintenance of an active database of registrants, and the implementation of modest public awareness endeavors highlighting the legal registration requirement.

Selective Service is a partner within the national security community, providing America with a cost-effective, proven backup mechanism for the volunteer U.S. Armed Forces. In concert with its 69 years of service, today's Selective Service ensures that "We the people" remain prepared to live up to the Constitutional mandate "to provide for the common defence."



Alabama  
Alaska  
Arizona  
Arkansas  
California  
Deputy State Director for California  
Colorado  
Connecticut  
Delaware  
District of Columbia  
Florida  
Georgia  
Guam  
Hawaii  
Idaho  
Illinois  
Indiana  
Iowa  
Kansas  
Kentucky  
Louisiana  
Maine  
Northern Mariana Islands  
Maryland  
Massachusetts  
Michigan  
Minnesota  
Mississippi  
Missouri  
Montana  
Nebraska  
Nevada  
New Hampshire  
New Jersey  
New Mexico  
New York State  
New York City  
North Carolina  
North Dakota  
Ohio  
Oklahoma  
Oregon  
Pennsylvania  
Puerto Rico  
Rhode Island  
South Carolina  
South Dakota  
Tennessee  
Texas  
Utah  
Vermont  
Virgin Islands  
Virginia  
Washington  
West Virginia  
Wisconsin  
Wyoming

Sheldon E. Jeames  
Charles A. Smith  
Victor R. Schwanbeck  
Richard Gassaway  
Ronald H. Markarian  
Benjamin T. Sutherlin  
Paul S. Baldwin  
Nathan G. Agostinelli  
Richard C. Cecil  
Margaret G. Labat  
Douglas R. Maddox, Sr.  
Debra C. Roncem  
Lorenzo C. Aflague  
Edward K. Nakano  
Michael D. Moser  
Richard E. Northern  
Stephen C. Hoffman  
Myron R. Linn  
Kenneth G. Fuson  
Dennis K. Wilcutt  
Everett J. Bonner  
Averill L. Black  
Vacant  
Gorham L. Black III  
Thomas F. Merigan, Jr.  
James A. Klynstra  
John D. Fitzgerald, Jr.  
Steven L. Melancon  
Donald L. Hiatte  
Edward L. Hanson  
Robert J. Foley  
Billy G. McCoy  
Robert E. Dastin  
Frederick W. Klepp  
Mucio Yslas, Jr.  
Rosetta Y. Burke  
Paul A. Raimondi  
Donald L. Shaw  
Scott D. Rising  
Raymond Orrand  
Owen M. Barnbill  
Michael F. Valdez  
John C. Williams  
Walter Perales-Reyes  
Joseph N. Waller  
Joe P. Johnson III  
Byron I. Callies  
Chris L. Gingles  
Claude E. Hempel  
Vacant  
David C. Pinkham  
Warrington O. Tyson, Sr.  
Manuel R. Flores  
Terry J. Oxley  
Jack E. Yeager  
John C. Cumicek  
Henry W. Buseck

# Registrants by State As of September 30, 2009

	20-25 Year old Draft Eligible Men (Born 1984-1989)	18-25 Year olds Entire Registrant Group (Born 1984-1991)
<i>Alabama</i>	195,507	259,590
<i>Alaska</i>	54,600	42,752
<i>Arizona</i>	258,754	556,515
<i>Arkansas</i>	129,254	160,074
<i>California</i>	1,405,465	1,698,653
<i>Colorado</i>	207,145	267,620
<i>Connecticut</i>	151,555	160,572
<i>Delaware</i>	58,752	50,574
<i>Florida</i>	854,555	1,070,457
<i>Georgia</i>	409,711	524,018
<i>Hawaii</i>	50,915	62,409
<i>Idaho</i>	69,556	87,927
<i>Illinois</i>	552,490	666,185
<i>Indiana</i>	251,499	505,575
<i>Iowa</i>	151,765	165,275
<i>Kansas</i>	152,175	167,571
<i>Kentucky</i>	166,867	204,287
<i>Louisiana</i>	209,511	267,188
<i>Maine</i>	54,000	65,525
<i>Maryland</i>	217,111	265,179
<i>Massachusetts</i>	256,259	287,019
<i>Michigan</i>	415,122	506,580
<i>Minnesota</i>	252,179	285,481
<i>Mississippi</i>	116,559	145,507
<i>Missouri</i>	242,586	298,487
<i>Montana</i>	41,175	50,104
<i>Nebraska</i>	75,899	92,862
<i>Nevada</i>	80,842	99,650
<i>New Hampshire</i>	58,772	71,874
<i>New Jersey</i>	551,884	405,616
<i>New Mexico</i>	95,812	111,657
<i>New York</i>	776,045	920,500
<i>North Carolina</i>	410,798	515,151
<i>North Dakota</i>	28,985	35,512
<i>Ohio</i>	515,106	656,875
<i>Oklahoma</i>	161,595	208,989
<i>Oregon</i>	140,540	171,292
<i>Pennsylvania</i>	467,681	569,805
<i>Rhode Island</i>	46,057	57,856
<i>South Carolina</i>	179,965	252,970
<i>South Dakota</i>	57,895	46,256
<i>Tennessee</i>	249,772	512,287
<i>Texas</i>	948,487	1,142,678
<i>Utah</i>	155,557	164,199
<i>Vermont</i>	25,647	51,171
<i>Virginia</i>	519,562	415,456
<i>Washington</i>	248,559	285,545
<i>West Virginia</i>	69,229	85,717
<i>Wisconsin</i>	257,858	284,457
<i>Wyoming</i>	25,296	28,690
<i>Washington, DC</i>	15,575	16,165
<i>Northern Mariana Islands</i>	7,522	9,025
<i>Virgin Islands</i>	4,254	5,027
<i>Puerto Rico</i>	144,150	177,927
<i>Guam</i>	6,645	7,752
<i>Foreign</i>	22,925	28,109
<b>TOTAL</b>	<b>12,623,247</b>	<b>15,549,082</b>

**Selective Service System**  
Arlington, VA 22209

