

SELECTIVE SERVICE SYSTEM ANNUAL REPORT TO THE CONGRESS OF THE UNITED STATES

FROM DIRECTOR DONALD BENTON



FISCAL YEAR 2020

SELECTIVE SERVICE SYSTEM

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MESSAGE FROM THE DIRECTOR

I am proud to present the U.S. Selective Service System's 2020 Annual Report to Congress. As you know, the Selective Service System is a small but significant independent agency within the Executive Branch. It remains the leading agency to provide personnel resources to the Department of Defense in a national emergency.

This document serves to illustrate a number of our agency's accomplishments during the past fiscal year. These achievements were made possible by, and are the direct result of, the dedicated commitment and professionalism of Selective Service employees.

This year was defined by profound challenges and adjustments – both operationally and environmentally. Fortunately, our new strategic plan and enterprise risk management system provided the Selective Service team the guidance to prepare for and adapt to the “new normal” that was brought about by the current pandemic. Leadership provided seamless continuity of operations and each of our directorates embraced the opportunity to reassess, realign, and improve in accordance with our strategic plan. None of our operations or services were significantly delayed or impaired.

One of the most noteworthy milestones was the agency's contribution to the completion of the bipartisan National Commission on Military, National, and Public Service. Established by Congress in 2017, the Commission conducted an exhaustive, nationwide study and analysis. The Selective Service System served as a valuable resource of information for the Commission and its final report to Congress included powerful recommendations. Most noteworthy was the Commission's affirmation of the value of the U.S. Selective Service System and the importance of our registration mission in today's society.



Within the framework of our mission – readiness and registration – we developed and implemented significant initiatives that increased registration rates to an all-time high. This was achieved through our overarching effort to empower the workforce, inspire positive change, and energize productivity. In fact, the Selective Service System had the highest percentage increase of employee satisfaction among all federal agencies according to the Partnership for Public Service's most recently published report.

The Selective Service System is a vital component of our national security and registration remains a rite of passage that echoes throughout every man's life. I remain steadfast and committed to this agency and the significance of our programs to our nation's survival. I am resolute in saying that the Selective Service System is America's best “insurance policy” and a cornerstone of our nation's defense.

A handwritten signature in black ink that reads "Donald M. Benton". The signature is fluid and cursive, with a large, stylized 'D' and 'B'.

EXECUTIVE SUMMARY

BACKGROUND

OPERATIONS

PUBLIC ENTER-
GOVERNMENTAL AFFAIRS

SUPPORT SERVICES

INFORMATION TECHNOLOGY

HUMAN RESOURCES

STATE DIRECTORS & REGISTRATION

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
BACKGROUND	3
Organizational Structure	3
Benefits to the Nation	4
OPERATIONS	5
Registration	6
Readiness	7
Data Management Center	8
PUBLIC AND INTERGOVERNMENTAL AFFAIRS	9
Public Communications	9
National Outreach	12
Intergovernmental Affairs	12
SUPPORT SERVICES	13
Accounting	13
Budget	13
Contracts and Logistics	14
INFORMATION TECHNOLOGY	15
HUMAN RESOURCES	17
STATE DIRECTORS & REGISTRANTS BY STATE	18

EXECUTIVE SUMMARY

The Selective Service System is an independent federal agency established under the Military Selective Service Act. With a notable history of public service spanning more than 100 years during periods of conflict and times of peace, the agency’s small, compact size understates its significant mission to provide personnel to the U.S. Armed Forces during a time of national crisis. Its statutory mission also includes administering an alternative civilian service program in lieu of military duty for men classified as conscientious objectors (COs) by a Selective Service board.

Selective Service registration of men aged 18 through 25 directly relates to its strategic goal to ensure the capacity to support the Department of Defense (DoD) during a national emergency. Accordingly, the agency continues to evaluate and enhance operations to align with its mission and vision. This includes frequently assessing capabilities and leveraging new technologies to prepare for mobilization should the need arise.

“
I am heartened by the National Commission on Military, National, and Public Service report affirming the importance of the Selective Service System to our national defense and recognizing that registration serves as a critical link to readiness.
”

- Director Donald M. Benton

In 2020, the Selective Service System contributed to the congressionally established National Commission on Military, National and Public Service. The Commission performed a comprehensive review of the agency and its role in the 21st century. Their findings were overwhelmingly supportive of the agency’s registration and readiness missions. Following the release of their report, the commission provided draft language to Congress calling for an expansion of the agency’s registration to include women.

The COVID-19 pandemic sparked the necessity of workforce adaptability to ensure the continuity of operations. Despite this, Selective Service successfully met these challenges with deliberate planning, teamwork, determination, and creative solutions. A large portion of the staff worked remotely to safeguard continuity of work and leaders balanced the well-being and safety of employees while ensuring all mission requirements were met.



Regardless of location, Selective Service staff maintained focus on the two underlying components of its primary mission - registration and readiness. Registration is the primary way Selective Service ensures a fair and equitable draft should the need arise. It reflects the vital, active role the agency has interfacing with the American people. Readiness includes all interdependent systems, infrastructure, policies, and procedures necessary to conduct a rapid, successful mobilization. The agency remains poised to respond when called upon by Congress and the President.

TOP ACHIEVEMENTS OF 2020

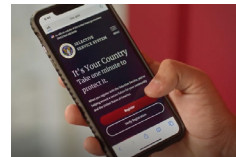
Achieved an overall 92 percent registration rate. This exceeded the agency's 90 percent strategic goal and is attributed to a seven-percentage point increase among the 18-year-old cohort. These gains reflect the agency's continued effort to expand and target cost-effective messaging to remind young men to register. Driver's license registration and the Department of Education's Free Application for Federal Student Aid (FAFSA) remain the major avenues of registration.



Increased readiness capabilities. Conducted an expanded exercise of lottery activities, which included systems testing, as well as the "call and deliver" portion of the lottery process. Developed a new online training platform for 11,000 Selective Service volunteer civilian board members, state directors, Reserve Service Members, as well as Selective Service employees.



Redesigned and modernized the agency's website. Provided simplified access to information and enabled faster registration. The upgraded website promotes a more meaningful engagement with users that expanded and improved all digital services to better meet customer needs. Men can now download and print their registration acknowledgment letter as proof of their registration.



Enhanced advertising and outreach efforts. Produced three new public service announcements (PSAs) that aired on national TV, radio, and social media. The agency increased targeted digital advertising on social media platforms frequented by young men: Facebook, Instagram, Twitter, Spotify, YouTube, and Snapchat. To reach influencers, Selective Service wrote and delivered a TED Talk highlighting the importance of registration. The agency heightened community outreach and education through an expanded Speakers' Bureau program and delivered registration packages to 4,000 chambers of commerce in 18 states and the District of Columbia.



Strengthened a strong volunteer force. In 2020, many long-serving volunteer board members reached the end of their 20-year statutory tenure. Identified this capability gap and ramped up recruitment efforts to appoint more than 700 new local board members. Delivered four national board member nominations to the Executive Office of the President.



Reprioritized funds to support IT modernization and processes. Initiated several modernization efforts that increased speed and efficiency of capturing registrations into our database. Initiatives included replacing antiquated firewalls, commercial applications, virtual server hardware, and network switch infrastructure.



Initiated efforts to preserve Selective Service System's legacy. Established a museum within National Headquarters that will serve as the central repository for all the Selective Service's historical artifacts. Received General Lewis Hershey memorabilia which was transferred from an outside collection to enhance the size of the museum. The agency's intent is to further its efforts in preserving its history and legacy in service to the nation.



The nation can rest assured that this organization stands ready to deliver personnel to DoD and to manage an alternative service program for men classified as conscientious objectors by their local boards when directed by the President and Congress.

BACKGROUND

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.

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.



ORGANIZATIONAL STRUCTURE

Selective Service System 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 Service Members (RSMs), who are assigned to the Selective Service System to serve throughout the U.S. and its territories. Also, thousands of patriotic volunteers across the nation dedicate their time as trained board members.

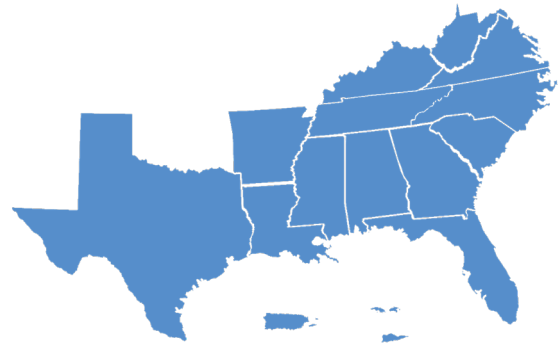
The connection to our state directors, RSMs, and volunteer board members originates from the agency's three regional headquarters located in North Chicago, IL, Marietta, GA, and Denver, CO. The regions are responsible for maintaining Selective Service's readiness at the grassroots level.

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.



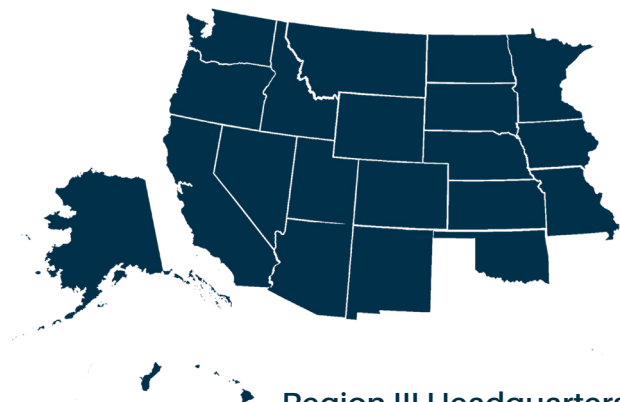
Region I Headquarters

Located in North Chicago, IL, manages 16 states: CT, DE, IL, IN, ME, MD, MA, MI, NH, NJ, NY, OH, PA, RI, VT, WI; 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: AL, AR, FL, GA, KY, LA, MS, NC, SC, TN, TX, VA, and WV, as well as Puerto Rico and the U.S. Virgin Islands.



Region III Headquarters

Located in Denver, CO, manages 21 states and 2 territories: AK, AZ, CA, CO, HI, ID, IA, KS, MN, MO, MT, NE, NV, NM, ND, OK, OR, SD, UT, WA, and WY, as well as Guam and the Northern Mariana Islands.

EXECUTIVE SUMMARY

BACKGROUND

OPERATIONS

PUBLIC ENTER-
GOVERNMENTAL AFFAIRS

SUPPORT SERVICES

INFORMATION TECHNOLOGY

HUMAN RESOURCES

STATE DIRECTORS & REGISTRATION

Volunteer Force

Across the country, an army of non-paid civilian volunteers accounts for the largest component of the Selective Service organizational structure. These volunteers are vital members of the agency's local and district appeals boards. If the President and Congress were to authorize a return to conscription, their responsibilities include determining the classification status of men seeking deferments, exemptions, or postponements. The uncompensated patriotic men and women who serve as part-time, unpaid volunteers train and prepare as local and district appeals board members. They are appointed by the Director of the Selective Service System on behalf of the President. National appeals board members are appointed by the President and managed by the Director of the Selective Service System.



Data Management Center

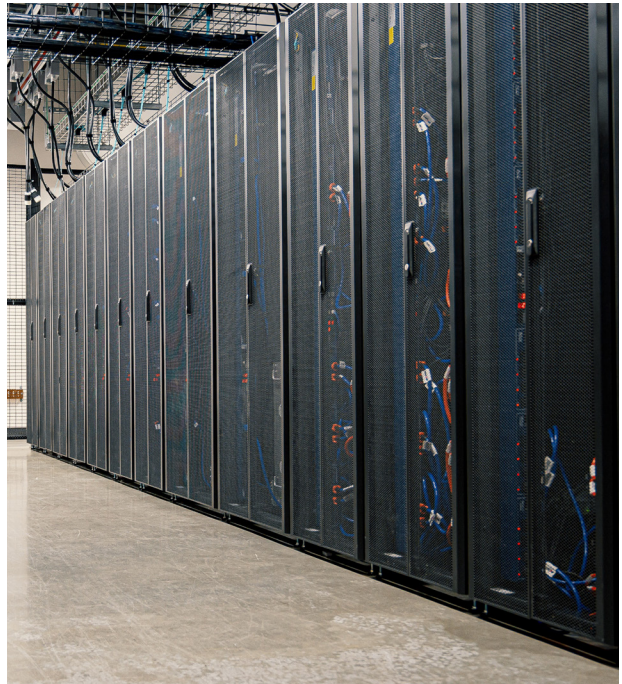
Based in North Chicago, IL, the DMC processes Selective Service registrations and status information letters, and maintains the agency's database. The Data Management Center is also home to the agency's national Call Center. The Call Center updates registrant information, completes registrations by telephone,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

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 maintained the Selective Service System in order to 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:

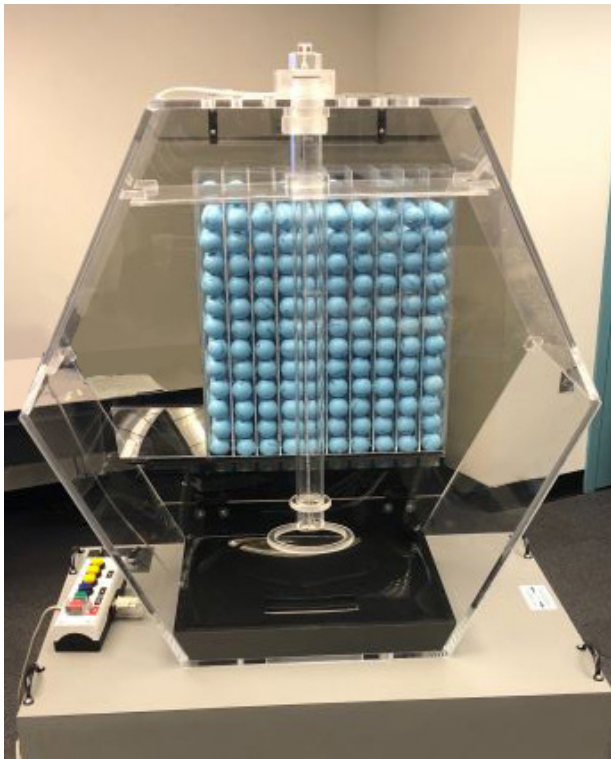
- Rapidly provides the nation's manpower needs to DoD in a timely manner.
- Ensures that any civilian mobilization is fair and equitable.
- Effectively allocates essential resources to provide an alternative service program for conscientious objectors.
- Operates at a nominal cost.

Registration is the most publicly visible program during peacetime. Maintaining operational readiness is equally as important.



OPERATIONS

The Operations Directorate provides protection against underestimating the requirement for both trained and untrained personnel needed by the Department of Defense (DoD) in a national emergency. Because Selective Service has the mechanisms in place for conscription, it can implement a fair and equitable system of obtaining manpower from today's society-at-large to augment the all-volunteer force at such time of critical need. The agency's requirement is to be ready to provide the first inductees to DoD within 193 days. The statutory mission also includes being ready to administer an alternative service program in lieu of military service for men classified as conscientious objectors (COs). 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, Selective Service will execute a national draft lottery, issue induction orders to selected registrants, 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 manage an Alternative Service Program for those granted conscientious objector (CO) status.



FY 2020 SUCCESSES

Pandemic Response. The agency adapted to the COVID-19 pandemic with a Selective Service-mandated telework status with zero interruptions to the overall mission. The aggressive modernization efforts in 2018 enabled our teams to work remotely. Most notably, the Call Center migrated to a virtual platform while maintaining all critical mission functions.

Modernization Processes. Selective Service continued its modernization efforts at the Data Management Center (DMC). The incorporated Enterprise Content management tools create a faster, more reliable process for entering registrations into the database and answering any questions from the public.

Lottery Exercise. A more rigorous exercise of the Selective Service System lottery activities was conducted, which tested the Central Registrant Processing Portal (CRPP) and the call & deliver submodule for the lottery. This initiative also exercised certain functions affected by continuity of operations requirements.

Training Platform. The first automated training platform was created and a Learning Management System (LMS) was installed. The new LMS allows training to be more effective and efficient as well as improves the management of training agency board members, state directors, Reserve Service Members, and Selective Service employees.

Downloadable Acknowledgment

Letter. The implementation of DMC's electronic acknowledgment letter was incorporated in the Selective Service website, reducing mailing costs by 20 percent.

Data Integrity. The agency further executed its data cleansing program designed to limit the number of inaccurate or duplicate entries in 80+ million records. The increased accuracy of the registration calculation methodology will improve registration planning and future projections for 17- to 18-year-old males.

Call Center's Excellence. Selective Service improves customer service by reducing the time to process and deliver Status Information Letters from five days to two days.

Mail Center. The agency implemented bar coding on return mail.

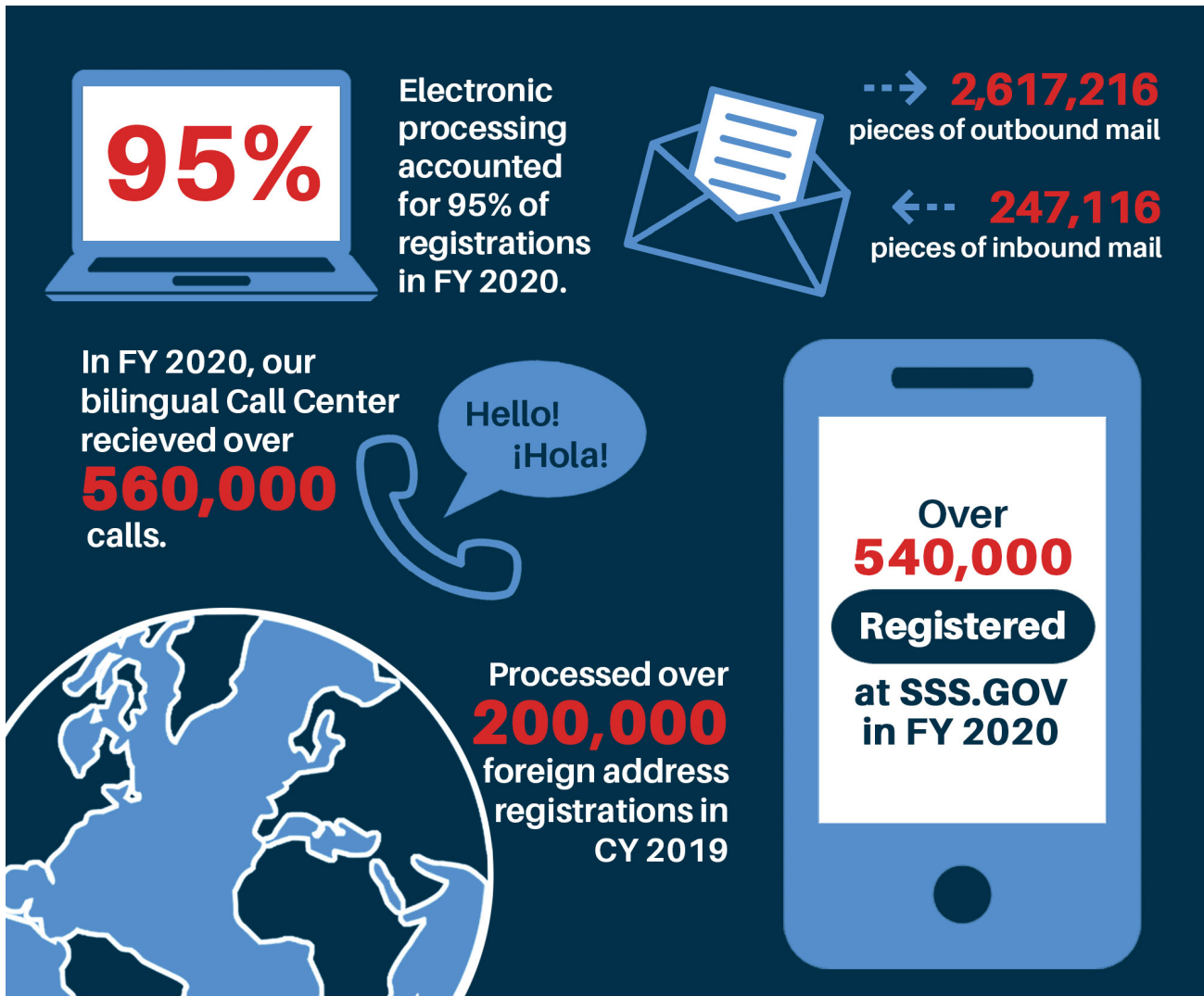
REGISTRATION

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. Through registration, men comply with the federal law and remain eligible for student financial aid, job training, and government employment opportunities. By registering, immigrant men also protect their eligibility for U.S. citizenship.

Selective Service's national registration goal for men ages 18 through 25 is 90 percent. The Calendar Year (CY) 2019 registration rate for the 18 through 25 year-of-birth (YoB) group was 92 percent.

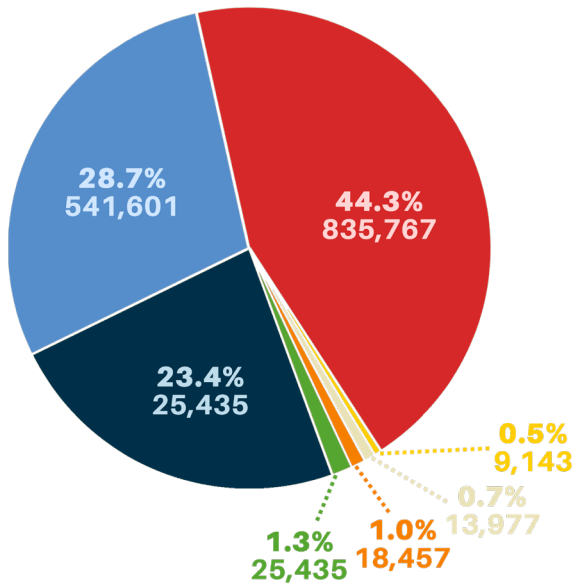
The agency focused its outreach and registration efforts on the 17- and 18-year-old population. Analysis of registration rates provided clear, predictive assessments that supported a deliberate and comprehensive approach to reach the lowest age demographics.

Forty-one states, four territories, and the District of Columbia have enacted driver's license legislation (DLL) supporting Selective Service registration. During FY 2020, more than 800,000 young men registered through DLL. Selective Service continued initiatives with the nine remaining states without similar laws.



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.

Electronic Registration Sources



- DLL
- Internet
- DoE Pell Grant
- DoD Enlistment Process
- Telephone Services
- U.S Citizenship and Immigration Services
- WIOA Job Applicants

READINESS

Provide Manpower to DoD

The first part of the agency’s readiness requirement is to manage a conscription program for the DoD. To accomplish this mission, Selective Service is required to execute a national draft lottery, contact registrants selected through the lottery, and arrange for their transportation to a MEPS for testing and evaluation before induction for military service.

When the President and Congress agree that a return to conscription is required, Selective Service will undergo a massive expansion and will transform into its wartime posture by increasing staff, and procuring resources to support a lottery and induction tasks. Contingency plans are in place to receive support from military reservists and volunteers from local and district appeals boards.



Alternative Service Program

The second part of the agency’s readiness requirement is to place men classified as COs in one of six approved occupations: health care services, educational services, environmental programs, social services, community services, and agricultural work. Selective Service established national partnerships with federal and state agencies to place conscientious objectors into the Alternative Service Employment Network (ASEN), resulting in seven new and updated MOUs.



MOU’s with:

- Federal Emergency Management Administration (FEMA)
- U.S. Department of Interior
- U.S. Department of Commerce
- Tennessee Valley Authority
- Alabama Department of Agriculture and Industries
- Ohio Department of Transportation
- South Carolina Department of Transportation

DATA MANAGEMENT CENTER

The agency's Data Management Center (DMC) processes Selective Service registrations and status information letter requests, assists registrants with verification, and maintains the agency's database of registrants. The Data Management Center is also home to the agency's national Call Center and maintains the interactive voice response (IVR) system.

In FY 2020, the Data Management Center's staff added 2.0 million records to this database and performed more than 2.2 million file changes to existing records. The Call Center received more than 560,000 calls. Twenty-two percent of those calls required assistance from a contact representative due to complexity and research requirements.



An interactive voice response (IVR) system handles approximately 78 percent of the agency's Call Center volume. The Call Center is bilingual, with live operators taking over 126,000 calls annually. Approximately 11 percent of operator calls were taken in Spanish.

FY 2020 SUCCESSES

Full-Service Intelligent Mail Barcoding (FSIMB).

The agency incorporated FSIMB into the Data Management Center's mailing processes. The Data Management Center now receives electronic notification from the U.S. Postal Service for undeliverable mail pieces. This represents a reduction of approximately 95 percent of physically handling mail that will save more than \$60,000 per year in postage and mail handling.

Digital Documentation. All incoming documents are digitized. The Data Management Center previously microfilmed documents and forwarded the records to the National Archives and Records Administration (NARA). Storing documents digitally eliminated the cost of microfiche and shipping. This change in operations increased efficiency of the Data Management Center and provided real-time access 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 finished digitizing records dated back to 2015 during FY 2020.

Reorganization. The first phase of the reorganization was completed to "right size" the organization, position work and assets to undertake all missions with greater speed and less cost, and add flexibility to rapidly evolve and change as mission priority changes.

Cost-Saving Initiatives. Eliminated the use of P.O. boxes, yielding over \$10,000 in savings per year.

Another key component to the agency's Data Management Center is its comprehensive mail center. Receiving 247,116 pieces of inbound mail in FY 2020, the Mail Center printed, assembled, and mailed 2,617,216 million pieces of outbound mail during the fiscal year.

Failure to register, when required, will 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. During FY 2020, the Data Management Center prepared and mailed 45,108 status information letters to non-registrants.

Electronic processing accounted for 95 percent of the Data Management Center's FY 2020 registration workload. The remaining five percent (over 200,000 documents) consisting of paper registrations and file additions were manually entered into the system. The Data Management Center maintained a 99.17 percent accuracy rate for all correspondence.

PUBLIC & INTERGOVERNMENTAL AFFAIRS

The Public and Intergovernmental Affairs Directorate (PIA) serves as the Selective Service System’s communication hub, information resource, and network for national outreach. It maintains and enhances relationships with federal, state, and local branches of government; educational and community organizations; professional associations; the media; and the general public. The directorate uses a variety of methods to disseminate the agency’s registration message throughout the U.S., focusing on areas with historically lower registration rates. Critical attention is given to continually enhancing PIA’s messaging and platforms to ensure they resonate with the youth and influencer audiences.

PUBLIC COMMUNICATIONS

In FY 2020, the agency continued to reach out to the nation’s young men and their influencers, informing them of the crucial role Selective Service registration contributes to the country’s national defense. Registration enhances readiness, fulfills a civic duty, and is linked to benefits and opportunities contingent upon compliance with federal law. The Public and Intergovernmental Affairs Directorate used advertising, new media, and outreach programs to reach its intended audiences. Formative research provided a foundation for developing relevant messages that were disseminated nationwide.

The Selective Service System continued to reassure the public that neither the Administration nor DoD expressed a need for a draft. When the National Commission on Military, National, and Public Service released its final report in March 2020 with a recommendation to “extend Selective Service registration to women,” Selective Service was on hand to answer public and media inquiries regarding the final report and what it means for the country moving forward.

FY 2020 SUCCESSES

New Website. The directorate oversaw the development and successful rollout of the new mobile-friendly website improving customer service experience.

Social Media Strategy. The PIA digital team developed and deployed a comprehensive digital advertising strategy targeting the top 11 low-registration, high-density counties in the U.S. to raise awareness of registration and drive website traffic. This effort garnered over 75 million impressions and increased website traffic by 46 percent for FY 2020.

TED Talk. A TED Talk was given by the Chief of Staff on his personal experience and the perceptions that can change to broaden and secure a man’s future.

Public Service Announcements. Three updated PSAs were developed and released for nationwide distribution for the first time in years.

Out-of-Home Advertising. Dynamic advertising was strategically placed in high density areas on transit buses, transit thoroughfares, kiosks, inside metros, and on subways, and incorporated mobile triggering of agency messaging to pop up on cell phones within these transit areas.



EXECUTIVE SUMMARY

BACKGROUND

OPERATIONS

PUBLIC & INTERGOVERNMENTAL AFFAIRS

SUPPORT SERVICES

INFORMATION TECHNOLOGY

HUMAN RESOURCES

STATE DIRECTORS & REGISTRATION

Advertising and New Media

Selective Service expanded its messaging to increase registration awareness while a heightened focus was placed on highly populated cities experiencing lower-than-average compliance rates. The Public and Intergovernmental Affairs Directorate created and advertised through a full complement of traditional and new media, on top of rolling out a brand new website that is user friendly and optimized for mobile use. 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.



Public Service Announcements (PSAs)

In FY 2020, PIA developed and produced three new PSAs, including one translated into Spanish, to be distributed in FY 2021. The PSA messaging was linked to the powerful new tagline on the new website, “It’s your country. Take one minute to protect it.” It impresses the importance of registration to remain eligible for education and employment opportunities. The PSA campaign was developed to resonate with young audiences, using visuals, messaging, and music that weigh on the cutting edge of current cultural tastes and style.

Selective Service’s PSA campaigns have done exceptionally well and are on schedule to score in the top 10 percent of all PSAs for the year. Nearly 19,000 airings resulted in over 13.2 million impressions as verified by Nielsen Research and aired in excellent dayparts, achieving between \$2.5 and \$3.9 million in donated value.

Out-of-Home Advertising

The Out-of-Home (OOH) transit advertising campaign placed registration awareness ads outside and inside buses, subways, and transit hubs in metro areas, and on billboards and select airports throughout the U.S. Selective Service also incorporated mobile geofencing with exterior and interior bus, subway, and billboard ads. The OOH campaign reported a remarkable number of impressions by travelers in all metro areas and was an important component of the overall advertising effort.

Bus & Kiosk



Bus & Rail



Bus, Rail & Billboard



Geofencing

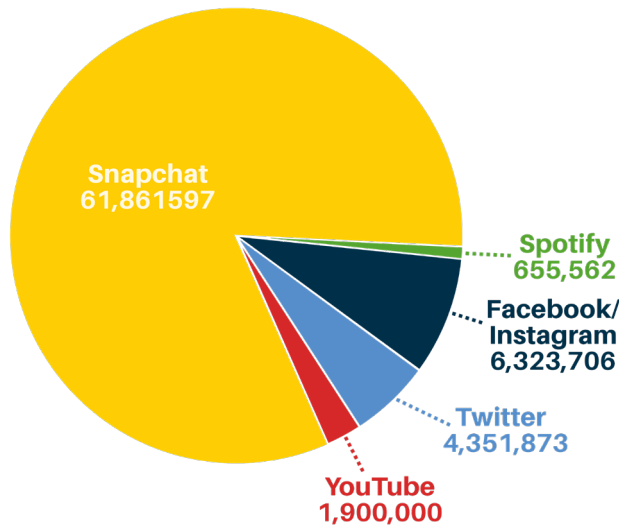


Stronger America PSA



Digital Advertising & Social Media

Selective Service expanded the number of advertising channels for continuous messaging. The Public and Intergovernmental Affairs digital team developed advertising campaigns to run in coordination with out-of-home advertising to reach primary and secondary target audiences with engaging messages about the importance of registration, the ease of doing so, and the benefits associated with registration. This strategy increased website traffic by 46 percent, resulting in over 75 million views (text, image ads, videos, and audio clips).



Freedom of Information

During FY 2020, the agency's Freedom of Information Act (FOIA) program continued to champion open government and transparency. Selective Service notably increased the number of proactive disclosures by using social media platforms and the agency website. By using these mediums, the number of FOIA requests was reduced by approximately 20 percent. All requests were responded to in a timely manner with an average response time of approximately four days. The agency received no appeals during the fiscal year and no backlog of requests was carried over into the new fiscal year. All reporting requirements, including FOIA quarterly reports, FOIA Annual Report, and Chief FOIA Officer Report were prepared and posted on the agency's website within the Department of Justice's submission guidelines.



Registration for Men 18-25

Why is Selective Service Important?

Register Now

Selective Service registration is required by law as the first part of a fair and equitable system that, if authorized by the President and Congress, would rapidly mobilize personnel in the Department of Defense while in the same time resolution.

Website Modernization

In March 2020, PIA developed and launched its new mobile-friendly website for registrants. The new site features an upgraded user experience across all devices, better organization of critical information regarding Selective Service, easy access to official agency social media accounts, and improved Section 508 compliance. In just a click or two, the modern design set the stage for quicker, clearer communication of the four official purposes of the public website: conveying information, registering, checking registration, and requesting a status letter.

Uncle Sam PSA



EXECUTIVE SUMMARY

BACKGROUND

OPERATIONS

PUBLIC/INTER-GOVERNMENTAL AFFAIRS

SUPPORT SERVICES

INFORMATION TECHNOLOGY

HUMAN RESOURCES

STATE DIRECTORS & REGISTRATION

NATIONAL OUTREACH

Selective Service continued to cultivate and strengthen relationships with outside organizations through partnerships with educational and community-based groups throughout the nation. This was accomplished by participating in speaking engagements, conferences, exhibits, and direct mail.

Athletic Directors and Coaches

Selective Service worked with the National Federation of State High School Associations on a quarterly basis to remind high school coaches and athletic directors they are key influencers of young men in getting the registration message out. Furthermore, the agency communicated this information in high school sports' rule books and locker room posters.

Chambers of Commerce

To increase collaboration with local communities, registration materials were mailed to over 4,000 chambers of commerce organizations in 18 states and the District of Columbia. The mailings asked chambers of commerce to actively disseminate the registration requirement for 18 year olds. Packets contained recommended messaging and strategies for engaging eligible men in their communities.

Exhibits

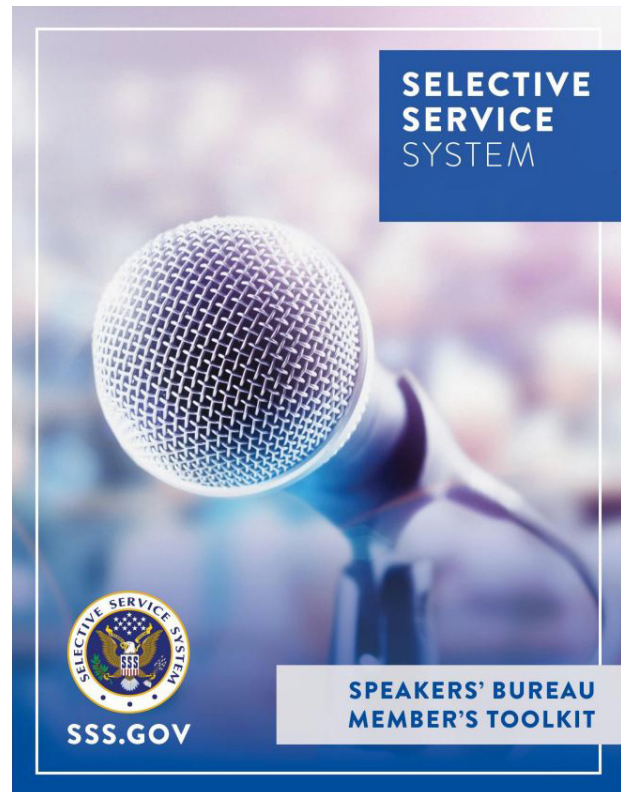
Each year Selective Service formalizes its national exhibit program to showcase at an average of 10-15 various national and local community-based organizations' annual meetings. These endeavors provide Selective Service the opportunity to talk face-to-face with national and grassroots leaders who then relay the message to their communities to help promote the importance of Selective Service and the registration requirement. Selective Service's future strategy is to continue to expand its outreach efforts exhibiting at highly popular events such as Comic-Con and the American Legion conventions to reach the targeted age group of men and their influencers.

Local Board Members

PIA directly supports ongoing recruitment of and communication with the agency's more than 10,000 volunteer local board members. Board members train throughout the year and remain ready to support mobilization should the need arise. While focused on readiness, training includes how to advance the Selective Service registration message in their communities.

Speakers' Bureau Program

The Selective Service Speakers' Bureau was established in FY 2019 to augment agency staff with a strong volunteer force designed to inform the public about the registration requirement. To continue the educational outreach in the current climate, the agency updated the Speakers' Bureau toolkit to include a "teleconference / Zoom meeting" section. To date, the Speakers' Bureau Program has grown to include 336 members.



INTERGOVERNMENTAL AFFAIRS

The Public and Intergovernmental Affairs Directorate serves as the agency's liaison to Congress and other governmental entities. In this capacity, it acts as the conduit between Selective Service and federal, state, and local officials. The Public and Intergovernmental Affairs Directorate monitors and assists with all Military Selective Service Act-related legislative activities at the national and state level. Each year, the agency responds to numerous congressional inquiries requesting support in determining their constituents' status with the Selective Service System, provides informative position papers, conducts outreach visits, and educates staff members about the Selective Service.

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, contracting support, and logistical support.

ACCOUNTING

Throughout FY 2020, Selective Service experienced significant turnover in key leadership positions within Financial Management. The Chief Financial Officer, Accounting Officer, and Budget Officer departed the agency within weeks of one another during the year-end financial audit. In spite of the identified gaps, the agency developed a strategy to support the audit by drawing on support from the agency's Shared Service Provider and several contractors.

Independent auditors rendered a qualified opinion in their report on the audit of the Selective Service System's financial statements for the year ending September 30, 2020. The qualified opinion identified several material weaknesses to include proper accounting for internal use software, calculation of the agency's non-Reserve Service Member (RSM) Accounts Payable accrual, financial reporting of top-side adjustments, and Fund Balance with Treasury reconciliation process. To address breakdowns in internal controls identified by the auditors, the agency is working to develop corrective action plans by assigning a senior official to be responsible for implementation and monitoring progress on a monthly basis.

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.

Selective Service continued to build on the significant progress maturing its enterprise risk management infrastructure during the prior year, achieving an initial Level 2 (based on the Risk and Insurance Management Society (RIMS) Risk Maturity Model (RMM)) during its most recent assessment conducted in June 2020 by an independent consultant.

Lastly, Selective Service continues to review interagency agreements with our federal trading partners to ensure a smooth transition to G-Invoicing, scheduled for implementation in FY 2023.

BUDGET

FY 2020 Budget

Selective Service System enacted budget was \$27.1 million, which was \$1.1 million more than the FY 2019 enacted amount of \$26.0 million.

FUNCTION	AMOUNT
Civilian Pay & Benefits	\$13,933,940
Military Reserve Officer Support Services	\$1,272,189
Agency Services (Government & Commercial)	\$6,272,911
IT Software & Equipment	\$1,750,601
GSA Occupancy Agreement (OA), Other Rent, Lease, Storage, and Maintenance	\$1,113,572
Postage & Express Courier Services	\$738,832
Communications Services, Utilities, and Facilities Operations	\$1,324,174
Printing & Reproduction	\$358,456
General Supplies and Furniture	\$186,098
Training, Travel, and Transportation of Personnel	\$112,288
Strategic Initiatives	\$36,939
TOTAL FOR ALL FUNDS	\$27,100,000

FY 2021 Budget

The FY 2021 Selective Service System enacted budget is \$26 million, which is \$1.1 million less than the FY 2020 enacted amount of \$27.1 million. In addition to meeting its civilian pay obligations, the Selective Service will primarily focus on the urgent tasks of IT modernization and lifecycle management to include inventory management of both capitalized and non-capitalized assets.

CONTRACTS AND LOGISTICS

The Contracts and Logistics Division provide support to all agency directorates through its procurement management function.

FY 2020 SUCCESSES

Workplace Safety. Personal protective equipment (PPE) was quickly procured for Infection Control at National Headquarters in response to the COVID-19 pandemic.

Return of Museum Assets. The Logistics Division coordinated and procured moving services to return Selective Service property from Trine University located in Angola, IN.

Storage Efficiency. Selective Service's warehouse inventory management was streamlined by removing excess Public and Intergovernmental Affairs Directorate's materials, outdated records, and furniture.

In FY 2020, the agency processed and executed more than 500 purchase orders valued at \$13.7 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 using the property accounting and management system (PAMS), as well as postal operations, transportation, and physical security management. This support includes physical access control and personal identity verification (PIV) card management.

In furtherance of an initiative started the previous year, during FY 2020, 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. Selective Service received over 30 items loaned to Trine University (formerly Tri-State University) from an agreement dated March 30, 1992. Trine University was very generous in offering additional General Lewis Hershey memorabilia to increase the size of the Selective Service museum as the agency continues to preserve its history and legacy in service to the nation.



INFORMATION TECHNOLOGY

EXECUTIVE SUMMARY

BACKGROUND

OPERATIONS

PUBLIC/INTER-GOVERNMENTAL AFFAIRS

SUPPORT SERVICES

INFORMATION TECHNOLOGY

HUMAN RESOURCES

STATE DIRECTORS & REGISTRATION

The Information Technology Directorate’s strategic goal is to ensure all internal agency systems are modernized, operationally ready, and are appropriately scalable, capable, and optimized to meet national security requirements with maximum efficiency and minimum cost.

FY 2020 SUCCESSES

IT Infrastructure Modernization.

IT infrastructure and services were completely updated, which represented a transformational improvement to the security architecture across the entire agency: National Headquarters, three regional headquarters, and the Data Management Center.

Renewed Technical Standards. All IT personnel (federal employees and contractors) duties were revised, with specific assignments and performance goals to capture the highest standards for professional technical qualifications and continuing education.

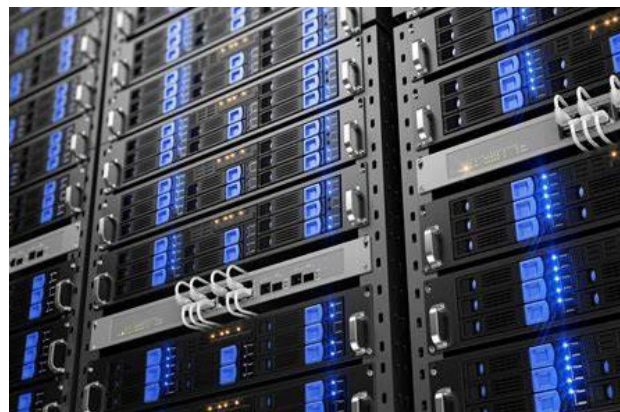
IT Capital Investment/Lifecycle Management. Selective Service acquired applications to collect asset data to complete a comprehensive hardware/software inventory. This initiative supports the 72-month lifecycle of infrastructure capital budgeting, procurement and investment planning, leveraging the use of Cloud Smart strategies to optimize service, reduce operational cost, minimize attack surface, and secure the agency’s data.

Organizational Leadership. The IT Directorate was restructured and the Deputy CIO and Chief Information Security Officer (CISO) positions were filled to ensure the National Initiative for Cybersecurity Education (NICE) standards for Cyber Competencies to further strengthen the subject matter expertise and technical excellence.

Fiscal Year 2020 brought comprehensive IT initiatives, which included replacing network firewalls and upgrading its circuits, in addition to improving the cybersecurity posture of the agency. Through coordination with the Department of Homeland Security (DHS), the directorate facilitated its dashboard that is 100% operational and viewable in the federal continuous diagnostics and mitigation dashboard. The directorate implemented rigorous management controls and processes identified by the Office of Chief Information Officer (OCIO). Additionally, new technologies ensured compliance with Executive Order (EO) 13800 while sustaining Federal Information Security Management Act (FISMA) standards. The use of two applications is expected to maximize the management of critical vulnerabilities and exposures (CVE) and provide oversight of cyber accreditation and compliance requirements.

The agency’s IT Support (Help Desk) updated internal processes and incorporated new technologies resulting in much improved services, user experience, and cybersecurity.

The directorate also established a “culture of compliance” with a goal to achieve 100-percent compliance with federal cybersecurity standards. The annual FISMA audit resulted in a number of recommendations to achieve compliance remediation. The OCIO developed a plan of action and milestones to track and complete each action.



“

The Nation must be ever mindful of the unpredictable global security environment that requires an effective and efficient means to provide manpower to the national security community, including military and non-military support in a national emergency. Historically, the Nation has maintained Selective Service registration to provide a hedge against the catastrophe not yet anticipated. Registration is a means to sustain preparedness, while also reminding youth that public service is a valued part of United States citizenship.

”

-President Donald Trump, 2017

HUMAN RESOURCES

The agency relies on a diverse workforce of full- and part-time civil servants, civilian volunteers, and part-time military reserve service members. This includes the staff based at National Headquarters, the Data Management Center, and the three regional headquarters, as well as the assigned Reserve Service Members from all branches of the Armed Forces. The agency’s manpower also includes state directors as part-time employees who support Selective Service activities across the country.

FY 2020 SUCCESSES

Time-to-Hire Process. Reduced the agency’s “time-to-hire” period to 45 calendar days. As a result, Selective Service maintained a minimal impact to continuity of operations upon critical personnel turnover by using an efficient, accurate, and impartial hiring process.

During FY 2020, work-life flexibilities were a focal point and the COVID-19 pandemic further emphasized the importance of “work from home” operations and the continuity of the day-to-day mission of the agency. Selective Service realigned policies to perpetually promote the efficiencies of work-life flexibility programs. The agency successfully continued to maintain operations during the pandemic while promoting employee health, safety, and wellness.

Fiscal Year 2020 also saw the continuation of the agency’s Position Management Board (PMB) that was established in FY 2019. The Position Management Board is responsible for reviewing and approving any changes to the agency’s positional structure and ensures the practice of workforce development is in alignment with Selective Service’s mission. Throughout the year, the PMB ensured requests for additional personnel, grade increases, contractor support requests, and any other changes that affect organizational structure were necessary, aligned with the updated strategic plan, and remained within the limitations of the agency’s annual appropriation.

Some of the primary goals of the Human Resources Directorate going forward will be to incorporate an Individual Development Plan for every full-time position (FTE) standard “occupational code” at the Selective Service System. In addition, workforce development and succession planning are key in assuring mission sustainment and will be key in the Human Capital Planning over the next year. Human Resources is dedicated to the recruitment and retention of high-quality, motivated, and mission-engaged employees at the Selective Service System and will continue to do so, indefinitely.



STATE DIRECTORS & REGISTRANTS

BY STATE

STATE	STATE DIRECTOR	18 YEAR OLD REGISTRATIONS (BORN 2000) CY 2019	18-25 YEAR OLD REGISTRANTS (BORN 1993-2000) CY 2019
Alabama	Paul D. Jacobs	18,896	238,722
Alaska	Edith Grunwald	2,861	38,720
Arizona	Phillip M. Cummings	47,982	411,228
Arkansas	Richard L. Gassaway	16,964	162,215
California	Paul J. Villegas John Arbogast (Deputy)	142,565	1,830,047
Colorado	vacant	23,489	259,618
Connecticut	Mark A. Fullerton	21,355	199,032
Delaware	James DiDonato (Acting)	5,782	52,212
District of Columbia	Barbara A. Pittman	1,481	20,912
Florida	vacant	122,209	1,104,439
Georgia	Larry D. Stewart	50,372	547,601
Guam	Gregory D. Perez	570	8,603
Hawaii	Andrew L. Pepper	5,345	64,443
Idaho	Michael D. Moser	10,472	95,700
Illinois	Anthony P. Libri, Jr.	57,496	682,287
Indiana	Brett A. Thomas	27,010	302,531
Iowa	Myron R. Linn	16,904	167,592
Kansas	Kenneth G. Fuson	16,826	161,681
Kentucky	Emmanuel Belt	18,249	214,864
Louisiana	Everett J. Bonner	29,203	252,422
Maine	Jeffrey A. Morton	4,917	56,276
Maryland	Gregory Adinolfi	19,166	253,639
Massachusetts	Cynthia L. Canavan	22,141	282,067
Michigan	Eric B. Fretz	39,612	467,847
Minnesota	William C. Barbknecht	34,947	291,711
Mississippi	Pettis D. Walley	14,639	149,047
Missouri	Diane T. Cummins-Lefler	26,863	292,958
Montana	William D. Cooper	3,408	43,020

STATE	STATE DIRECTOR	18 YEAR OLD REGISTRATIONS (BORN 2000) CY 2019	18-25 YEAR OLD REGISTRANTS (BORN 1993-2000) CY 2019
Nebraska	Robert J. Foley	8,839	91,846
Nevada	vacant	13,715	143,886
New Hampshire	Peter J. Duffy	5,501	66,424
New Jersey	Frederick W. Klepp	35,794	431,124
New Mexico	John Caldwell	8,901	105,392
New York	Randall P. Kryszak	47,764	652,473
New York City	Paul A. Raimondi	22,478	307,046
North Carolina	Manley James	49,609	645,721
North Dakota	Anthony L. Mutzenberger	3,414	33,557
Northern Mariana Islands	Joseph C. Reyes	157	2,232
Ohio	Bradley E. Willette	55,395	614,233
Oklahoma	Gregory Park	25,487	218,806
Oregon	Michael Kalberg	12,140	151,468
Pennsylvania	John C. Williams	40,997	546,270
Puerto Rico	Michelle M. Fraley	11,971	153,904
Rhode Island	vacant	5,372	53,589
South Carolina	Joe P. Johnson III	31,123	258,901
South Dakota	Emil Magnuson	5,277	46,291
Tennessee	Bruce E. Henry	35,922	332,453
Texas	Claude E. Hempel	178,713	1,625,938
Utah	Neil R. Hansen	25,295	200,427
Vermont	Phillip E. Murdock	2,074	26,040
Virgin Islands	Warrington O. Tyson, Sr.	256	4,185
Virginia	Manuel R. Flores	43,005	424,427
Washington	James M. Sims	29,687	329,485
West Virginia	James Runyon	10,115	86,467
Wisconsin	Denise Rohan	22,489	263,100
Wyoming	John J. Aguirre	2,264	24,761
TOTAL		1,522,524	16,322,956

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



2020 ANNUAL REPORT TO CONGRESS

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