

SELECTIVE SERVICE SYSTEM
FISCAL YEAR 2021

Annual Report

To The Congress of the United States



Digital Modernization
& the
Selective Service System

Tell me what you want to do...

Reply All
Forward
Meeting
More

Move to: ?
Team Email
Reply & Delete
To Manager
Done
Create New

Respond

Quick Steps



Brown, Craig T.

#1 All SSS Employees; #1 All State Directors; #1 All RFO Perso

Concept For the Annual Report 2021

Employees and State Directors,

The theme for the 2021 Annual Report is 'Digital Modernization' and reflects our efforts to leverage technology to digitally transform activities across the agency.

The front and inside cover capture a legacy scanned SSS document juxtaposed with a modern computer display representing the migration to digital medium. The borders and colors visually link the "old" and "new" making the digital modernization feel organic.

Thank you for your dedication to the Agency.

Craig T. Brown
Director, Selective Service System (Acting)
Selective Service System
1515 Wilson Blvd., Suite 500
Arlington, VA 22209
www.sss.gov



SELECTIVE SERVICE SYSTEM SENIOR STAFF

CRAIG T. BROWN

Director (Acting)

MICHEAL A. MIGLIARA

Deputy Director (Acting)

SCOTT W. JONES

Chief of Staff (Acting)

RUDY G. SANCHEZ

General Counsel

THOMAS J. KENNEY

Associate Director, Operations (Acting)

MICHEAL A. MIGLIARA

Associate Director, Public and Intergovernmental Affairs

SCOTT W. JONES

Associate Director, Information Technology & Chief Information Officer

JENNIFER A. HUGHES

Associate Director, Support Services / Chief Financial Officer

NICOLE F. HARRIS

Director, Data Management Center

THOMAS J. KENNEY

Director, Region I

CARLOS M. PEREZ

Director, Region II

STEVEN L. KETT

Director, Region III

TABLE OF CONTENTS



THE DIRECTOR OF SELECTIVE SERVICE
Arlington, Virginia 22209-2425

February 16, 2022

- 1 EXECUTIVE SUMMARY
- 3 BACKGROUND
 - 3 Organizational Structure
 - 4 Benefits to the Nation
- 5 OPERATIONS
 - 6 Registration
 - 7 Readiness
 - 7 Data Management Center
- 9 PUBLIC AND INTERGOVERNMENTAL AFFAIRS
 - 9 Public Communications
 - 12 National Outreach
 - 12 Intergovernmental Affairs
- 13 SUPPORT SERVICES
 - 13 Accounting
 - 14 Budget
 - 14 Contracts and Logistics
- 15 INFORMATION TECHNOLOGY
 - 16 Technology Infrastructure
- 17 HUMAN RESOURCES
 - 17 Investment in Human Capital
- 18 SELECTIVE SERVICE IN THE 21ST CENTURY
- 19 STATE DIRECTORS & REGISTRANTS BY STATE
- 21 A GLANCE BACK IN HISTORY

Dear Members of Congress:

The Selective Service System (SSS) presents the Fiscal Year 2021 Annual Performance Report. This report captures the efforts, initiatives, and achievements in support of the Agency's performance goals and objectives.

The Agency made significant advances towards the goals and objectives in the Strategic Plan for FY 2021 and performed multiple operational exercises that continued to improve our ability to conduct a draft in the event of a national emergency.

The Information Technology Directorate advanced modernization efforts by delivering new tools for employees and registration customers, simultaneously ensuring the cybersecurity of the Federal Government's 4th largest database containing personally identifiable information (PII).

Most importantly, the Agency took care of its greatest assets, the Selective Service employees, and was recognized by the Partnership for Public Service as one of the "Top 10 Best Places to Work" in the Federal Government for All Small Agencies.

On behalf of the dedicated employees of the Selective Service, I am proud to submit our Annual Report.

Sincerely,

A handwritten signature in black ink, appearing to read "Craig T. Brown".

Craig T. Brown
Acting Director

EXECUTIVE SUMMARY

The Selective Service System (SSS) has remained a distinguished part of our nation's history. For over a century, spanning eras of peace and conflict, we have been the third pillar of manpower of our National Defense. The Agency's primary mission is to provide personnel to the Department of Defense during a time of national crisis.

To accommodate the uncertainty of the future, we engaged with a greater number and more diverse set of stakeholders than ever before by leveraging increased comfort with the use of remote meeting platforms and other modalities as a means of effective communication. We held more than 105 stakeholder meetings in 2021, more than any previous year. These engagements allowed us to remain connected and maintain a pulse on new challenges across the country.

We celebrated our 104th anniversary in 2021. With that, we continued our efforts to modernize our systems and implement new innovative processes by improving existing procedures, adopting current technologies into existing systems, and continuing public service as the nation's National Defense partner. This included expanding the lottery exercises for updating and incorporating new technology.

As the former Chairman of the bipartisan National Commission on Military, National, and Public Service testified before Congress this year, Joseph J. Heck highlighted the Commission's recommending the need to ***“Maintain a military draft mechanism in the event of national emergencies: To meet military personnel needs in the face of future threats and to demonstrate America’s resolve to international allies and adversaries, the nation needs the Selective Service System to remain a viable U.S. national security institution.”***



Selective Service registration for men age 20 to 44. Brownton, Minnesota, circa 1942.
(This photo has been digitally colorized.)

Innovation remains a key element of success for the Agency. This is pursued by incorporating new technologies and further improvements focused on increasing registration levels and enhancing the customer experience. The newly implemented enterprise content management (ECM) system provided technology enhancements for productivity and customer service by eliminating paper-based steps within specific procedures. This automation increased efficiency and the rapidity of processing documentation to streamline hard copy registration submissions and convert documents to digital packets. The ECM system increased the efficiency and precision of an estimated one million registration transactions thus far.

The enterprise content management system increased the efficiency and precision of an estimated one million registration transactions and saved approximately 15,000 hours annually in labor usage.

The Agency expanded its learning management system, which serves as a virtual training platform for Selective Service staff and volunteers. This initiative answered a capability gap and provided an automated way to train board members and Reserve Service Members.

In FY 2021, the Agency increased the number of online training courses from 13 to 23. The Agency anticipates a growth in users to train annually to include all board members across the United States and its territories.

Information Technology made strides in technology advances to ensure compliance with security and processes, all from a maximum telework stance as we, like the rest of the world, continue to operate in pandemic conditions.



Henry Lewis Stimson drawing the first capsule of the Selective Service Lottery on October 15, 1940.
(This photo has been digitally colorized.)

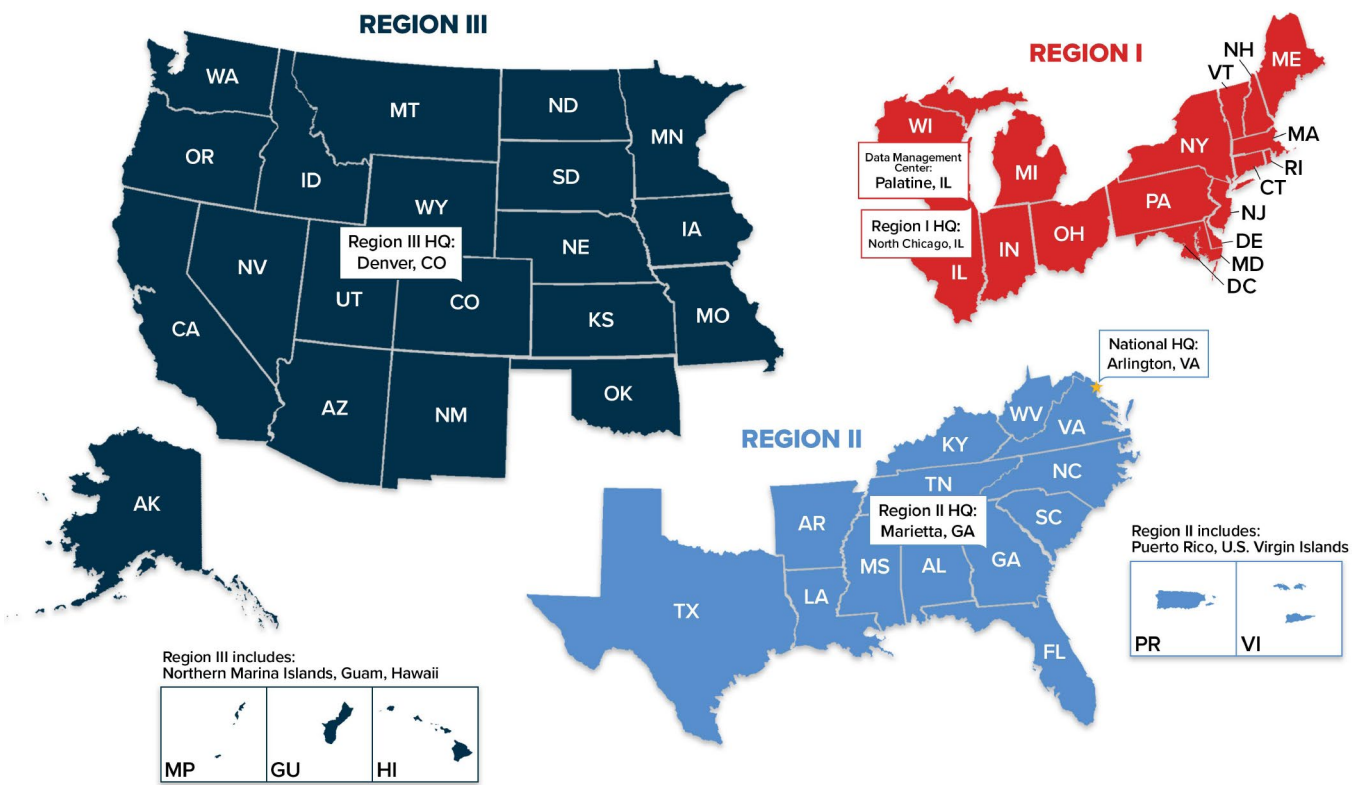
BACKGROUND

The Selective Service System was founded in May 1917, following the U.S. declaration of war against Germany, when President Woodrow Wilson signed the Selective Service Act of 1917 (40 Stat. 76) into law. This act established the first national conscription of manpower. Later, the Selective Training and Service Act of 1940 was passed by Congress on September 16, 1940, establishing the first peacetime conscription in United States history.

ORGANIZATIONAL STRUCTURE

Today, the Selective Service System has approximately 120 full-time employees to support its National Headquarters, three regional headquarters, and our Data Management Center. The Agency also has up to 56 state directors, 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, nearly each branch of the U.S. Armed Forces is represented by Reserve Service Members (RSMs), who are assigned to the Selective Service System and serve throughout the U.S. and its territories. 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 maintain Selective Service's readiness within their areas.



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.

Data Management Center

Based in North Chicago, IL, the Data Management Center (DMC) manages all Selective Service registration functions and maintains the Agency's database. The DMC is also home to the Agency's national Call Center.



Volunteer Force

Our non-paid civilian volunteers account for the largest component of the Selective Service organizational structure. During peacetime, these patriotic men and women train and prepare as local and district appeals board members. If the President and Congress authorized a return to conscription, these board members' responsibilities include determining the classification status of men seeking deferments, exemptions, or postponements. They are appointed by the Director of the Selective Service System on behalf of the President.



BENEFITS TO THE NATION

The Selective Service System serves as a critical element of our national readiness and defense capabilities and is the only proven and established means to quickly provide manpower to the Department of Defense (DoD) in the event of a national emergency. The Agency has four crucial 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 while ensuring operational readiness.



OPERATIONS

The Operations Directorate provides insurance against underestimating the requirement for both trained and untrained personnel needed by the Department of Defense (DoD) in the event of a national emergency. The Agency's current requirements provide the first inductees to DoD within 193 days and administer an alternative service program in lieu of military service for men classified as conscientious objectors (COs). If mobilized, our Agency would execute a national draft lottery, and local appeals boards would be activated to hear claims.



FY 2021 SUCCESSES

Data Integrity. The Agency continued our data cleansing program designed to limit the number of inaccurate or duplicate entries in 92+ million registration records. The increased accuracy of the registration calculation methodology will improve registration planning and future projections for 17- to 18-year-old males.

Modernization Processes. Selective Service pursued its modernization efforts at the Data Management Center (DMC). Our new enterprise content management tools create a faster, more reliable process for entering registrations into the database and responding to the public. The modernization efforts implemented this year paid immediate efficiency dividends.

Lottery Exercise. A rigorous exercise of the Selective Service System lottery activities was conducted, building on the process we started last year and improving on lessons learned. We also developed a plan to modernize the equipment.

Local Board Member Mobilization Exercise. Mobilization exercises were executed, which combined enhanced planning, innovative training, and realistic exercises during peacetime to strengthen the Agency's national preparedness and response capabilities. Each of the three regions selected boards in multiple states to review and adjudicate administrative and judgmental claims. The exercises validated the first-ever use of virtual technology for a local board meeting.

Address Verification. Using address verification services, we tested all addresses for accuracy. This strengthened the confidence in the Agency's ability to call and deliver registrants to DoD in a timely and efficient manner. This initiative validated that over 96% of mailings would reach the intended registrant.

Pandemic Response. The Agency continued to adapt to the COVID-19 pandemic and sustained operations in a maximum telework status with zero interruptions to the overall mission. This success allowed the Agency to plan for a dynamic post-pandemic posture by taking advantage of a more robust telework footprint across the Agency. We are a leader in employing remote tools to ensure our workforce remains safe while continuing to accomplish our mission.

REGISTRATION

Registration is a critical component of Selective Service's readiness. 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 federal law and remain eligible for student loans, job training, and government employment opportunities. By registering, immigrant men also protect their eligibility for U.S. citizenship.

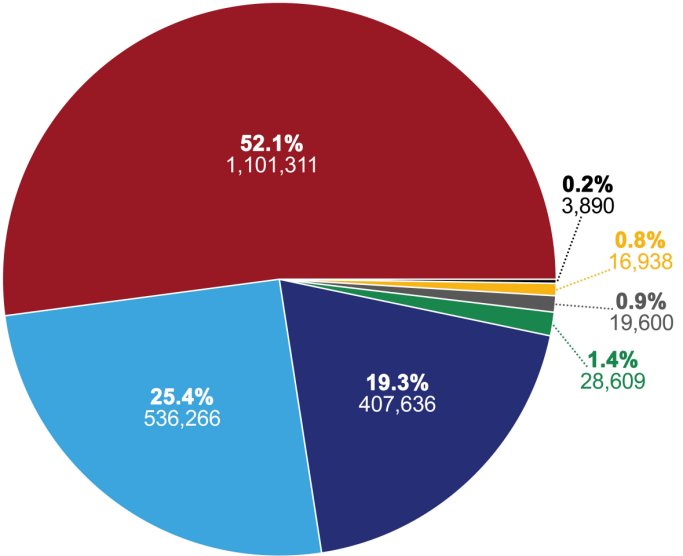
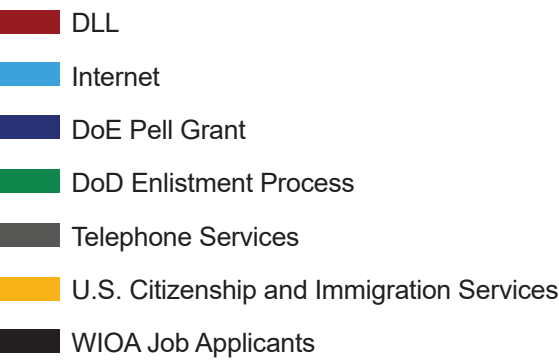
Selective Service's national registration goal for men ages 18 through 25 is 90 percent. The Calendar Year (CY) 2020 registration rate for the 18 through 25 year-of-birth group was 91 percent.

The Agency focused its outreach and registration efforts on the 17- and 18-year-old population.

Currently, 39 states, three territories, and the District of Columbia have enacted driver's license legislation (DLL) supporting Selective Service registration. In 2021, more than 1,101,000 young men registered through DLL. Selective Service continued initiatives with the 11 remaining states without similar laws.

Electronic Registration Sources

Note: The percentage totals in this pie chart may be +/- 1 due to rounding.

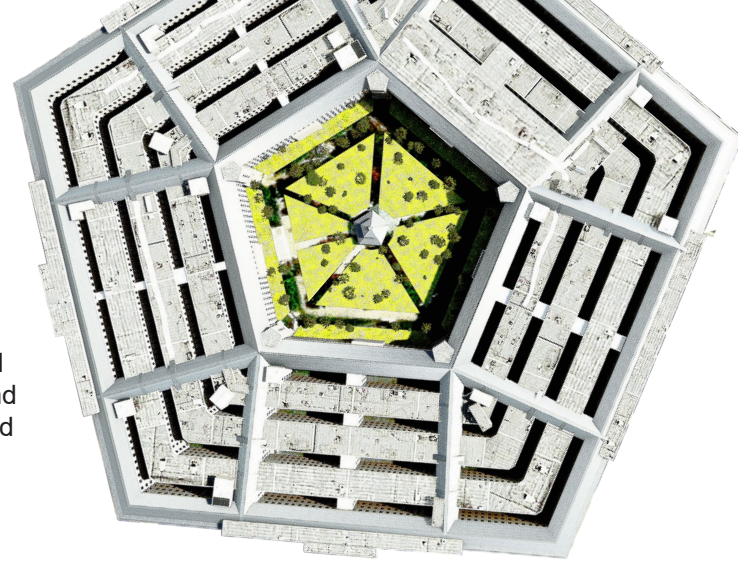
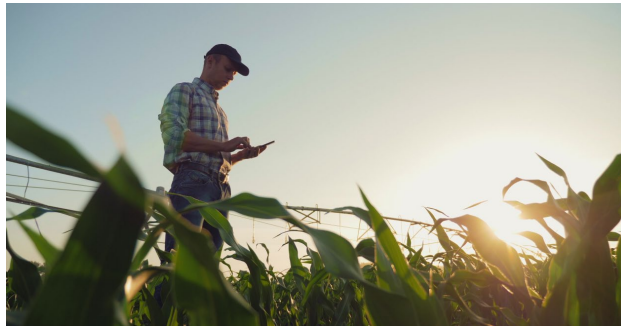


Curtis W. Tarr, Director of the Selective Service System, turns the drum containing capsules of draft numbers at the annual draft lottery, Commerce Department Auditorium, Washington, D.C., circa 1972. (This photo has been digitally colorized.)

READINESS

Alternative Service Program

The Agency must also 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 has established national partnerships with federal and state agencies to place conscientious objectors into our Alternative Service Employment Network (ASEN).



Provide Manpower to DoD

A key component of the Agency's mission is to manage a conscription program for the DoD. To accomplish this, we are required to execute a national draft lottery, contact registrants selected through the lottery, and arrange for their transportation to a Military Entrance Processing Station for testing and evaluation prior to induction for military service.

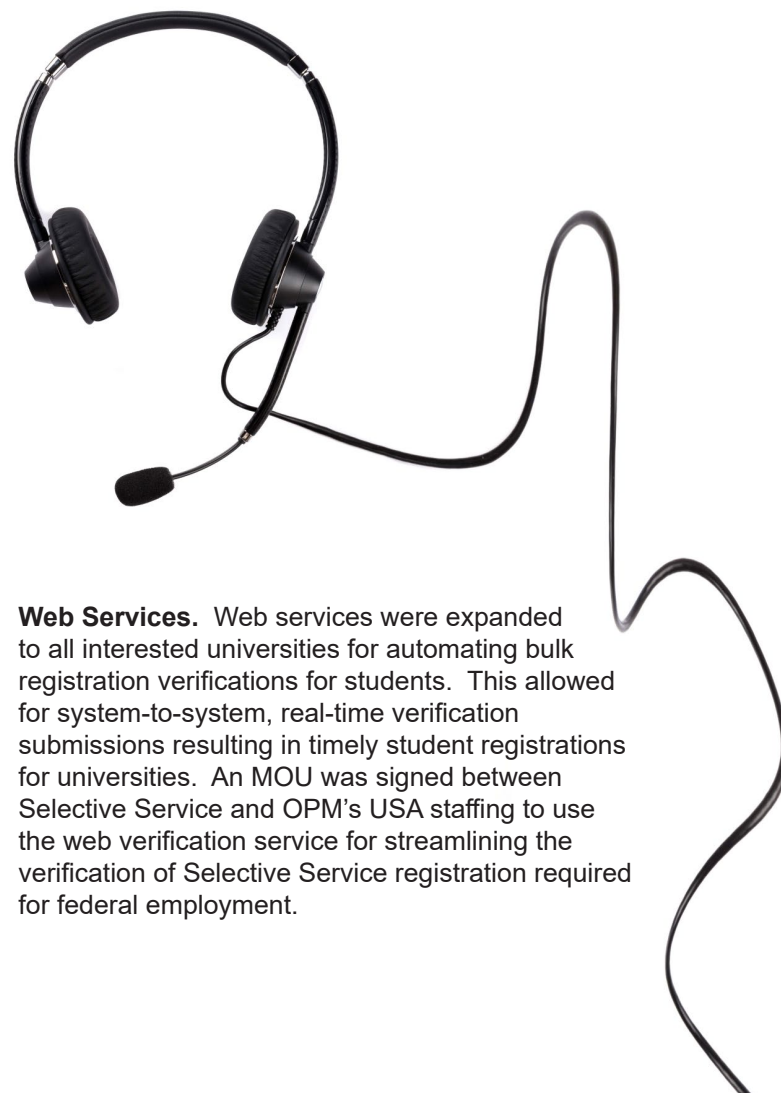
DATA MANAGEMENT CENTER

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 registrant database. The Agency's national Call Center is located within the DMC, and this center controls the interactive voice response system.

FY 2021 SUCCESSES

Enterprise Content Management System (ECM).

The DMC deployed an enterprise content management system for digitizing, archiving, and streamlining its processes for increased efficiencies and economies of scale. This project, costing over \$600,000, was designed to streamline paper-based operations within the DMC and drastically reduce the requirements for manual data entry. DMC receives hundreds of thousands of paper documents annually. ECM allows paper documents to be digitized securely, with the intelligent system routing files to the appropriate users automatically. This increased PII security, lowered transit time, and increased productivity in a telework-based environment. The ECM system was a critical component in DMC's ability to transition to a telework environment in the face of the COVID-19 pandemic.



Web Services. Web services were expanded to all interested universities for automating bulk registration verifications for students. This allowed for system-to-system, real-time verification submissions resulting in timely student registrations for universities. An MOU was signed between Selective Service and OPM's USA staffing to use the web verification service for streamlining the verification of Selective Service registration required for federal employment.

Daily Operations

The Data Management Center currently maintains over 92 million records in its active database, which classifies as the fourth largest database within the Federal Government. In FY 2021, DMC staff added 2.4 million records and performed more than 2.2 million file changes to existing records.

An interactive voice response system handles approximately 76 percent of the Agency's Call Center volume. The Call Center is bilingual, with live operators taking over 128,000 calls annually. Approximately 10 percent of operator calls were taken in Spanish. The average wait time for customer calls is approximately two minutes, measured annually.

Another key component to the Agency's DMC is our comprehensive Mail Center. We received 254,316 pieces of inbound mail in FY 2021, and printed, assembled, and mailed 2,609,380 pieces of outbound mail during the fiscal year.

Registration ensures certain student loans, government employment opportunities, job training, security clearances, and U.S. citizenship before age 31 for immigrant men. Men who have not registered by their 26th birthday may request a status information letter from DMC. DMC staff will research the individual case and provide a letter stating whether the individual's reason for failure to register was acceptable or not, according to the legal requirements mandated for the Agency. DMC and the Agency do not make benefit decisions – our role is informational only. During FY 2021, DMC prepared and mailed 36,593 status information letters.

Electronic processing accounted for 93 percent of DMC's FY 2021 registration workload. The remaining seven percent (over 200,000 documents) consisting of paper registrations and file additions were manually entered into the system.

Electronic processing accounted for 93% of registrations in FY 2021



Added **2.4 million** records to our ECM system and performed more than **2.2 million** file changes to existing records.



Our interactive voice response (IVR) system handles approximately **76%** of the agency's call center volume.



In FY 2021 our live operators answered over **128,000** calls. **10%** of calls were answered in Spanish.



254,316 pieces of inbound mail.
2,609,380 pieces of outbound mail.



Mailed **36,593** status information letters to non-registrants.



The Data Management Center currently maintains over **92 million** records in its active database.

When referencing registration compliance rates and compliance statistics, this report references the calendar year. All other comparisons discussed reference the fiscal year.

PUBLIC & INTERGOVERNMENTAL AFFAIRS

The Public and Intergovernmental Affairs Directorate (PIA) serves as the Selective Service System’s communication hub, a centralized information resource, and network for national outreach. Through this directorate, the Agency maintains and enhances relationships with federal, state, and local branches of government, educational and community organizations, professional associations, the media, and the general public. Various methods are used to disseminate the Agency’s registration message throughout the U.S., focusing on areas with historically lower registration rates. Reporting metrics are monitored and attention is given to continually enhance our messaging and platforms to ensure they resonate with the youth and influencer audiences.



FY 2021 SUCCESSES

Social Media. The Digital Affairs Team (DAT) supported registration efforts by using a menu of advertising platforms, generating over 69 million impressions in FY 2021. Quarterly social media campaigns were developed to run on Facebook, Twitter, YouTube, Snapchat, and Digital Radio, including Connected TV (CTV).

Teacher’s Guide. A brand-new Teacher’s Guide was developed and shared with chief educators and state of education directors across the nation. This guide included the history of the Selective Service System and elaborated on the opportunities provided to young men when registering with the Selective Service.

Toolkits. Informational toolkits were created and posted on the public-facing website for influencers to increase registration awareness and facilitate information to key partners through supplementary resources, including available outreach materials for volunteers and community leaders.

Relationships with Stakeholders. The Agency had a series of successful meetings during FY 2021 with The White House, Office of Management and Budget, Department of Education, Office of Personnel Management, Department of Veterans Affairs, House and Senate Armed Services Committees Professional Staff, members of Congress, and their staff, Department of Justice, and multiple state governments.

PUBLIC COMMUNICATIONS

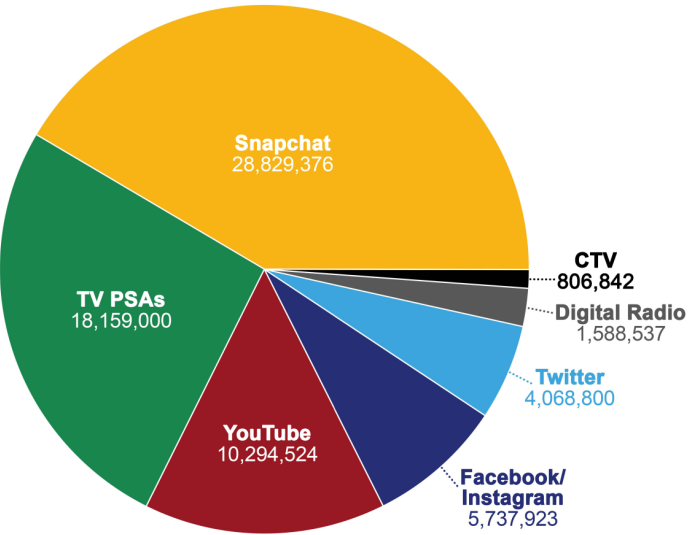
During FY 2021, the Agency tracked metrics and continued to enhance its efforts to reach the nation’s young men and their influencers, informing them of the crucial role Selective Service registration contributes to the country’s National Defense. These metrics are now shared with the entire Agency and posted on our SharePoint homepage, establishing a dashboard for tracking trends.

Because registration is a prerequisite for readiness, fulfills a civic duty, and is linked to benefits and opportunities contingent upon compliance with federal law, PIA leveraged advertising, new media, and traditional outreach programs to reach its intended audiences. Additionally, formative research was incorporated, providing the basis for developing relevant messages that were disseminated nationwide.

Advertising and New Media

Selective Service further expanded its messaging platforms to increase registration awareness. Emphasis was placed on highly populated cities experiencing lower-than-average compliance rates. An integrated communication strategy targeted a range of audiences across different digital media platforms, including CTV and Digital Radio.

Media Impressions for FY 2021
Impressions: number of digital views



Social Media Campaigns

During FY 2021, the Digital Affairs Team developed advertising campaigns centered on four major themes: Be the Man, Financial Aid, Federal Jobs, and Awareness.

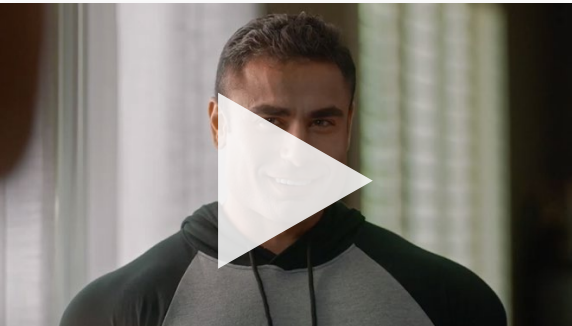
During the first quarter, ‘Be the Man’ encompassed three Public Service Announcements, “Barbershop,” “Stronger America,” and “Uncle Sam.”

All three PSAs were played on SSS social media platforms and generated millions of audience views.

During the second quarter, the ‘Financial Aid’ Campaign focused on Selective Service registration and the benefits provided to young men when registering. The three ads included “Part to Play,” “8 AM Class,” and “Family vs. Future.”

During the third quarter, the ‘Federal Jobs’ Campaign shared the importance of registering to ensure eligibility for federal jobs. The three ads included “Work Abroad,” “Creative,” and “Environment.”

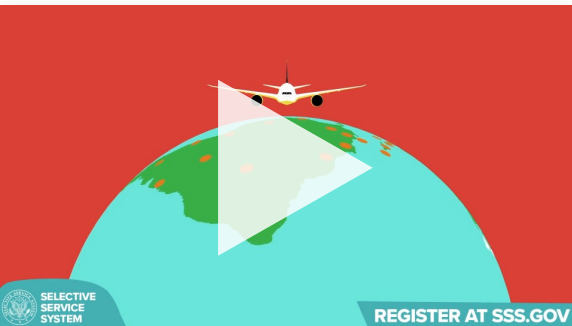
The fourth quarter focused on ‘Awareness’ to inform the targeted demographic of the Selective Service mission and provide information regarding the common misconceptions. The three ads included “Who We Are,” “Clear the Air,” and “Benefits.”



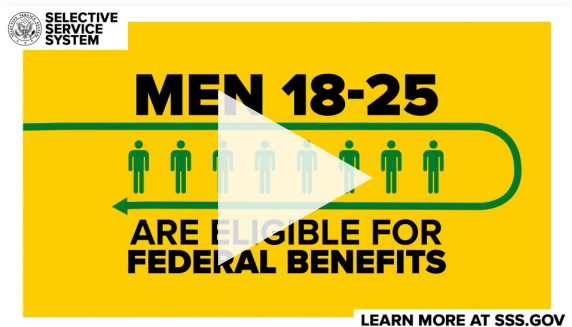
Be the Man Campaign: “Stronger America”



Financial Aid Campaign: “Family vs. Future”



Federal Jobs Campaign: “Work Abroad”



Awareness Campaign: “Who We Are”

- EXECUTIVE SUMMARY
- BACKGROUND
- OPERATIONS
- PUBLIC & INTERGOVERNMENTAL AFFAIRS
- SUPPORT SERVICES
- INFORMATION TECHNOLOGY
- HUMAN RESOURCES
- STATE DIRECTORS & REGISTRATION

Out-of-Home Advertising

The out-of-home (OOH) advertising campaigns served to reinforce and compliment Selective Service's social media advertising efforts to target underserved, hard-to-reach markets. Because FY 2021 activities were reduced due to the pandemic, PIA planned its OOH advertising to run later in the fiscal year to coincide with an expected easing of restrictions. PIA and the Data Management Center collaborated, analyzing registration compliance data to identify where OOH advertising would get the most significant exposure. Based on these findings, the following cities and surrounding areas were targeted: San Diego, Los Angeles, Orange County, San Francisco, Chicago, and Philadelphia.



Freedom of Information

During FY 2021, the Agency's Freedom of Information Act (FOIA) program continued to promote open government and transparency. As a result, the staff reviewed and researched over 2,500 products to respond to 39 requests. We leveraged technology and increased the number of proactive disclosures by adding 41 products to our public website. This effort reduced FOIA requests by over 18 percent. On average, requests were responded to in approximately five days, far below the Government-wide average; no backlog of requests was carried over into the new fiscal year.



Strategic Communication Plan

For the first time in Agency history, the Digital Affairs Team developed and implemented planned, quarterly advertising campaigns targeting men ages 18-25, and their influencers. For FY 2021, new milestones and baseline analytics were established to create and implement a comprehensive advertising strategy accounting for 69 million impressions on various advertising platforms targeting the nation's top counties with low-registration compliance rates.



NATIONAL OUTREACH

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

Civic Organization Outreach

During the fourth quarter, a planned outreach campaign was developed to provide an opportunity for feedback on how Selective Service could facilitate outreach efforts in the community regarding registration awareness. To support this effort, the DAT developed a Civic Organizational Toolkit resource for use among community groups, parent-teacher associations, civic leagues, and more.

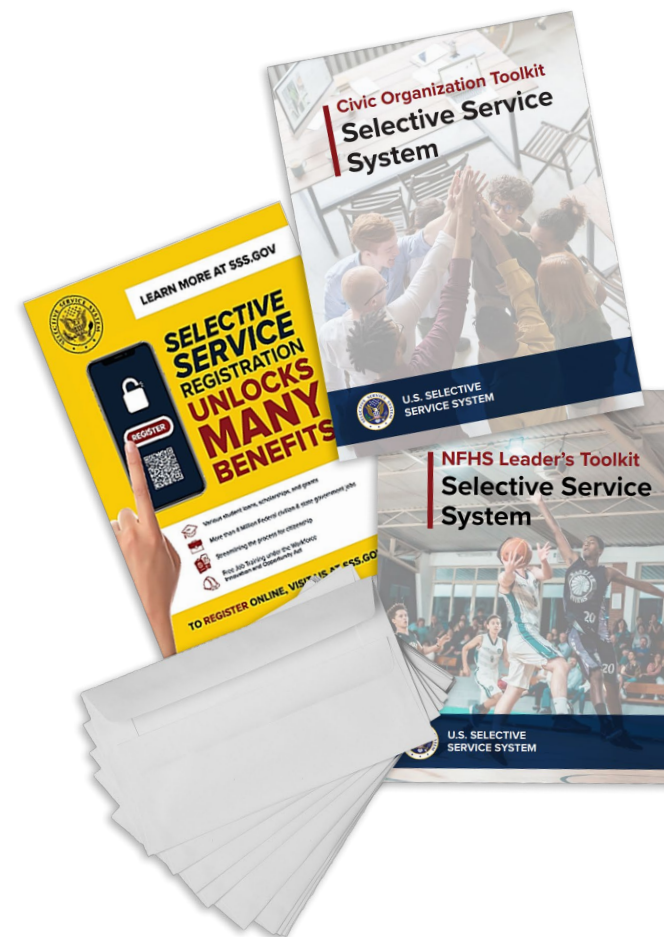
In FY 2021, the PIA Directorate created and updated other information toolkits to increase registration awareness and facilitate information to key partners through supplementary resources, including available outreach materials for volunteers and community leaders.

Athletic Directors and Coaches

Selective Service partnered with the National Federation of State High School Associations (NFHS) to increase registration awareness through a series of platforms, including video, digital, and print advertising. In addition, the Agency created a NFHS Leader's Toolkit intended for influencers – athletic directors, coaches, and administrators.

Direct Mail

Selective Service launched a direct mail campaign explicitly targeting influencers in the home (i.e., parents, guardians, educators, and coaches). Regional headquarters identified specific mailing zip codes based on areas with low registration compliance rates and an absence of Selective Service advertising efforts. In September 2021, over 73,000 postcards were delivered, and QR Codes were included to capture the campaign's success.



INTERGOVERNMENTAL AFFAIRS

The PIA 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. This division monitors and assists with all Military Selective Service Act-related legislative activities at the national and state level. During FY 2021, the Agency had a series of successful meetings with The White House, Office of Management and Budget, Department of Education, Office of Personnel Management, Department of Veterans Affairs, members of Congress and their staff, Department of Justice, and multiple state governments. The Agency responded to 26 congressional inquiries requesting support in determining their constituents' status with the SSS, provided informative position papers, and educated 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.



FY 2021 SUCCESSES

New Budgeting Capability.The Agency increased efficiency within the budgeting process by implementing a web-based budget tool.

Improvement in Audit Results. During the FY 2020 audit cycle, independent auditors identified four material weaknesses and one significant deficiency and provided recommendations to assist the Agency with remediation of these issues. Throughout FY 2021, the Agency’s accounting team brought on multiple new employees with various skills and backgrounds to implement policies and procedures to eliminate the FY 2020 findings. The FY 2021 independent auditor’s report resulted in an unmodified opinion, a testament to the prioritization of improvements in multiple areas within the Agency.

ACCOUNTING

At the beginning of FY 2021, Selective Service experienced 77 percent turnover in key leadership positions within Financial Management. With the addition of a new Accounting Officer and Budget Officer, the Agency was able to draw on the vast experience and knowledge of the new team members to identify and address a wide variety of challenges.

The team quickly overcame challenges and developed a strategy to support our annual audit by drawing on the Agency’s Shared Service Provider and several contractors. Independent auditors rendered a clean opinion in their report on the audit of the Selective Service System’s financial statements for the year ending September 30, 2021, and found no material misstatements.

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 2021 Budget

Selective Service System’s enacted budget was \$26 million, which was \$1.1 million less than the FY 2020 enacted amount of \$27.1 million.

FY 2022 Budget

While the FY 2021 Selective Service System’s enacted budget was \$26 million, as of the publication of this report, an enacted budget for FY 2022 has not been passed. The Agency is currently operating under the third Continuing Resolution, set to expire on March 11, 2022. Selective Service System’s budget request for FY 2022 was 27.6 million. At this funding level, Selective Service will meet its non-discretionary salary and expense requirements and continue its investment in critical cybersecurity enhancements and information technology infrastructure (IT) modernization.

FUNCTION	AMOUNT
Civilian Pay & Benefits	\$14,775,360
Military Reserve Officer Support Services	\$1,380,481
Agency Services (Government & Commercial)	\$4,931,977
IT Software & Equipment	\$609,732
GSA Occupancy Agreement (OA), Other Rent, Lease, Storage, and Maintenance	\$1,566,508
Postage & Express Courier Services	\$741,348
Communications Services, Utilities, and Facilities Operations	\$1,260,854
Printing & Reproduction	\$301,408
General Supplies and Furniture	\$246,518
Training, Travel, and Transportation of Personnel	\$125,715
Strategic Initiatives	\$60,100
TOTAL FOR ALL FY 2021 FUNDS	\$26,000,000

CONTRACTS AND LOGISTICS

The Contracts and Logistics Division supports all Agency directorates through its procurement management function.

In FY 2021, the Agency processed and executed more than 470 purchase orders valued at \$11.6 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.



INFORMATION TECHNOLOGY

The Information Technology Directorate’s mission 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.

As persistent international and domestic threat actors continue to pose cybersecurity threats to national security, a core goal of the IT Directorate is to harden Selective Service’s cyber security capabilities, enterprise network, high-value assets (HVAs), critical systems, and sensitive data from both internal and external cyberattacks. Selective Service continuously matures the techniques set forth in policy and strategies to enable a strong cybersecurity posture in full compliance with the Federal Information Security Management Act (FISMA), Department of Homeland Security (DHS), and Office of Management and Budget (OMB) Directives.

FY 2021 SUCCESSES

IT Infrastructure Modernization. This directorate upgraded network mission-critical Managed Trusted Internet Protocol Service (MTIPS) and Multiprotocol Label Switching (MPLS) infrastructure and increased network bandwidth to enhance security cloud applications architecture, posture the Agency for a Microsoft O365 cloud migration, and improve telework remote work across the entire Agency – the National Headquarters, three regional headquarters, and the Data Management System.

Dashboard. IT staff continued its implementation of a continuous diagnostic monitoring (CDM) project through collaboration with the Cybersecurity and Infrastructure Security Agency (CISA). The CISA-CDM dashboard is 100 percent deployed and operational in the Federalized Dashboard view.

Shared Services. The Office of the Chief Information Officer’s partnership with the Department of the Interior (DOI) Information System Security Line of Business (ISSLoB) represents another innovative means to use Government-to-Government economies of scale and shared services towards improved service delivery, cyber compliance, and resiliency for scaled operation in the Cloud.

TECHNOLOGY INFRASTRUCTURE

Selective Service made several significant capital investments in its IT infrastructure to sustain 24/7/365 operational excellence, deliver the highest standards of cybersecurity, and continually prepare to scale IT/Cyber operations for the execution of our potential mobilization mission. The Office of the Chief Information Officer (OCIO) took steps to migrate to cost-effective ‘Cloud Smart’ solutions to support emerging requirements and sustain all operational needs for the Agency’s mission.

The Selective Service System continued to mature its IT Modernization Plan, responded to Executive Order (EO) 14028, and developed a Cloud Strategic Roadmap that nests with the Federal Cloud Smart Strategy’s three pillars: security, procurement, and workforce. The roadmap provides a more agile, interoperable, scalable, and secure enterprise infrastructure.

The Agency replaced the entire network hardware components to fortify the network and systems infrastructure, ultimately improving performance, data transport, and storage security encryption. These upgrades at National Headquarters and the Data Management Center were completed on schedule and gained with cost efficiencies. Additionally, the network engineers deployed CISCO Adaptive Security Appliance (ASA) Next-Generation Firewall providing application filtering, identity-based Access Control Lists (ACLs), and advanced real-time Intrusion Detection System / Intrusion Protection System (IDS/IPS) functionality.

In FY 2021, Selective Service transitioned from a commercial wireless network provider and implemented a secure Agency-wide enterprise-class wireless network solution that provided a secure ad-hoc work-group collaboration environment with access to network resources. The guest network provided Internet access for visitors without allowing access to organization resources improving the customer experience.

The IT Directorate coordinated with the Department of Homeland Security (DHS) and upgraded our CDM shared services platform. This provided the capability to streamline the Cloud strategy and mature our security protocols using two Cloud-hosted state-of-the-art Next-Generation security applications (Qualys and CrowdStrike). These technologies meet the requirements of EO 13800, Federal Information Security Management Act (FISMA) standards, and NIST (National Institute of Standards and Technology) standards and will maximize the management of critical vulnerabilities and exposures (CVE).

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, the three-regional headquarters, and the assigned Reserve Service Members. The Agency’s manpower also includes state directors as part-time employees who support Selective Service activities across the country.



FY 2021 SUCCESSES

Telework Capability. Selective Service ensured a flexible work-life with 100 percent telework and remote capabilities.

Veterans Hiring. Selective Service supported veteran hires. 68 percent of the workforce are veterans, more than double the Federal workforce as a whole.

INVESTMENT IN HUMAN CAPITAL

The success of Selective Service’s mission greatly depends upon the knowledge, skills, and abilities of its employees. Part of that success is the ability of our supervisors to clearly define and articulate priorities and expectations, communicate those priorities and expectations to employees, motivate employees to meet them, and then recognize and reward employee achievement.

In FY 2021, the Agency continued its project for modernization of our performance management capabilities. The Human Resources Office (HRO) worked under the direction of the Chief of Staff (CoS) to continue the successful transition from a cumbersome paper-based performance management process to the OPM-sponsored USA Performance platform. The Agency leveraged this technology to deliver a simpler, more easily digestible performance appraisal template. The new template featured a limited set of three to four straightforward performance elements with objective standards, allowing supervisors and employees to establish clear, understandable performance targets. The appraisal is then closed out with a simple, binary pass/fail assessment with two-way employee and supervisor feedback.

This new system incentivized year-round recognition of outstanding employee contributions as they occurred and featured a variety of monetary and non-monetary awards. The process of fairness and equity were ensured through the oversight by a recently established awards board comprised of the Agency’s Associate Directors, regional office representation, and chaired by the Chief of Staff.

Over the past two years, the CoS and HRO partnered to succeed in the new USA Performance System’s objectives through a series of OPM-led training sessions targeted towards our supervisors’ need to take advantage of the USA Performance automation and capabilities fully.

Fiscal Year 2021 represented a fundamentally new paradigm shift in HRO services to the Agency’s personnel with initiatives to revitalize all aspects of Human Resources support of all Agency personnel and the end-line supervisors with an innovative approach to HR Team incident management to drive efficiencies on all aspects of service delivery. Additionally, the CoS chartered a project to analyze and document the entire onboarding workflow in preparation for adopting OPM’s ‘USA Staffing’ module to deliver the highest standards of service and support for our new employees.

The dedicated SSS employees who serve the public are indeed our most valuable asset. For our employees to provide the maximum benefit to taxpayers, they must be well-trained and well-versed in the most recent statutes and regulations and the most effective techniques and practices in their particular field of expertise.

As evidence of its continued commitment to employee excellence through training, in FY 2021, Selective Service invested over \$92,000 in training exclusively for its full-time equivalent (FTE) employees. In addition to any mandated federal training and attendance at the Agency’s annual training summit, 11 supervisors and managers were required to take at least one supervisory or field-related training course each year.

The Selective Service System believes experienced, knowledgeable, and well-trained employees contribute ideas and facilitate changes that ultimately reduce waste, enhance efficiency, save money, increase productivity, and better position the Agency to address the increasingly complex, interdisciplinary issues facing the Federal Government.

SELECTIVE SERVICE SYSTEM IN THE 21ST CENTURY

Among Federal agencies, the Selective Service System registration results are one of the nation’s highest returns on investments as the Agency’s budget merely accounts for 0.0036 percent of the vast \$714 billion defined for the United States’ National Defense expense. The Selective Service serves as a critical element of our national readiness and defense capabilities and has maintained its mission to swiftly provide manpower to the Department of Defense in the event of a national emergency. While military conscription has been traditionally used in the United States since the American Revolution, the Selective Service enables our nation to respond to its manpower needs, should it be called upon to do so. We are a small Agency with a huge mission, and even though young men have not been called for service or draft in nearly fifty years, our Agency helps to prepare and fulfill the promise made by generations of Americans that came before us; to protect our freedom as a constitutional Republic.



Men registering for the draft in New York City during World War I. (This photo has been digitally colorized.)

STATE DIRECTORS & REGISTRANTS BY STATE

STATE	STATE DIRECTOR	18 YEAR OLD REGISTRATIONS (BORN 2002) CY 2020	18-25 YEAR OLD REGISTRATIONS (BORN 1995-2002) CY 2020
Alabama	Paul D. Jacobs	15,462	233,008
Alaska	<i>vacant</i>	2,316	37,687
Arizona	<i>vacant</i>	47,046	401,468
Arkansas	Richard L. Gassaway	15,792	160,614
California	<i>vacant</i> John Arbogast (Deputy)	115,793	1,756,429
Colorado	<i>vacant</i>	20,358	253,306
Connecticut	<i>vacant</i>	19,875	194,645
Delaware	Ruth A. Irwin	5,633	51,450
District of Columbia	Barbara A. Pittman	1,115	19,443
Florida	Bruce J. Host	115,024	1,091,714
Georgia	Larry D. Stewart	40,396	536,549
Guam	Gregory D. Perez	436	8,123
Hawaii	Andrew L. Pepper	4,983	62,218
Idaho	Michael D. Moser	8,215	93,686
Illinois	Anthony P. Libri, Jr.	47,078	652,073
Indiana	Brett A. Thomas	24,339	298,756
Iowa	Myron R. Linn	15,899	164,851
Kansas	<i>vacant</i>	13,461	155,254
Kentucky	Emmanuel Belt	14,618	208,417
Louisiana	DeWayne Wells	27,985	250,230
Maine	Jeffrey A. Morton	3,446	52,761
Maryland	Gregory Adinolfi	15,720	239,786
Massachusetts	Thomas Cronin	18,405	266,039
Michigan	Eric B. Fretz	27,908	444,033
Minnesota	William C. Barbknecht	34,342	291,461
Mississippi	Pettis D. Walley	11,383	145,867
Missouri	Diane T. Cummins-Lefler	22,485	283,270
Montana	Steven M. Keim	3,073	42,647

STATE	STATE DIRECTOR	18 YEAR OLD REGISTRATIONS (BORN 2002) CY 2020	18-25 YEAR OLD REGISTRATIONS (BORN 1995-2002) CY 2020
Nebraska	Robert J. Foley	7,502	91,846
Nevada	Craig S. Wroblewski	11,033	143,886
New Hampshire	Peter J. Duffy	3,959	66,424
New Jersey	Frederick W. Klepp	27,609	431,124
New Mexico	<i>vacant</i>	7,247	105,392
New York	Randall P. Kryszak	35,243	652,473
New York City	Paul A. Raimondi	25,952	307,046
North Carolina	Manley James	40,967	645,721
North Dakota	Anthony L. Mutzenberger	3,384	33,557
Northern Mariana Islands	<i>vacant</i>	131	2,232
Ohio	Bradley E. Willette	48,175	614,233
Oklahoma	<i>vacant</i>	23,940	218,806
Oregon	Michael Kalberg	11,356	151,468
Pennsylvania	John C. Williams	35,569	546,270
Puerto Rico	Michelle M. Fraley	10,352	153,904
Rhode Island	<i>vacant</i>	5,068	53,589
South Carolina	Joe P. Johnson III	30,034	258,901
South Dakota	Emil Magnuson	5,203	46,291
Tennessee	Bruce E. Henry	31,048	332,453
Texas	Claude E. Hempel	149,168	1,625,938
Utah	Neil R. Hansen	25,504	200,427
Vermont	Phillip E. Murdock	1,630	26,040
Virgin Islands	<i>vacant</i>	164	4,185
Virginia	Manuel R. Flores	38,471	424,427
Washington	<i>vacant</i>	24,312	329,485
West Virginia	James W. Runyon	8,528	86,467
Wisconsin	Denise Rohan	18,994	263,100
Wyoming	<i>vacant</i>	1,880	24,761
Foreign		1,894	23,129
TOTAL		1,326,903	16,051,264

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

EXECUTIVE SUMMARY
BACKGROUND
OPERATIONS
PUBLIC & INTER- GOVERNMENTAL AFFAIRS
SUPPORT SERVICES
INFORMATION TECHNOLOGY
HUMAN RESOURCES
STATE DIRECTORS & REGISTRATION

A GLANCE BACK IN HISTORY



Curtis W. Tarr, Director of the Selective Service System, turns the drum containing capsules of draft numbers at the annual draft lottery, Commerce Department Auditorium, Washington, D.C. Circa 1972.



Young military recruits during the Vietnam Era. Circa 1967. (This photo has been digitally colorized to enhance its ability to convey the Selective Service story as it relates to the Agency's historical timeline.)



Congressman Alexander Pirnie (center) reaching into a container of draft numbers as others look on, including retiring Selective Service Director Lt. General Lewis Blaine Hershey (left) and Deputy Director Col. Daniel O. Omer (right) at the Selective Service Headquarters during the nationwide draft lottery. Circa 1969.



Sign reading "Every Man Must Register" for WWI service. Circa 1918. (This photo has been digitally colorized to enhance its ability to convey the Selective Service story as it relates to the Agency's historical timeline.)



SELECTIVE SERVICE SYSTEM
2021 ANNUAL REPORT TO CONGRESS

www.sss.gov | information@sss.gov | 703-605-4010