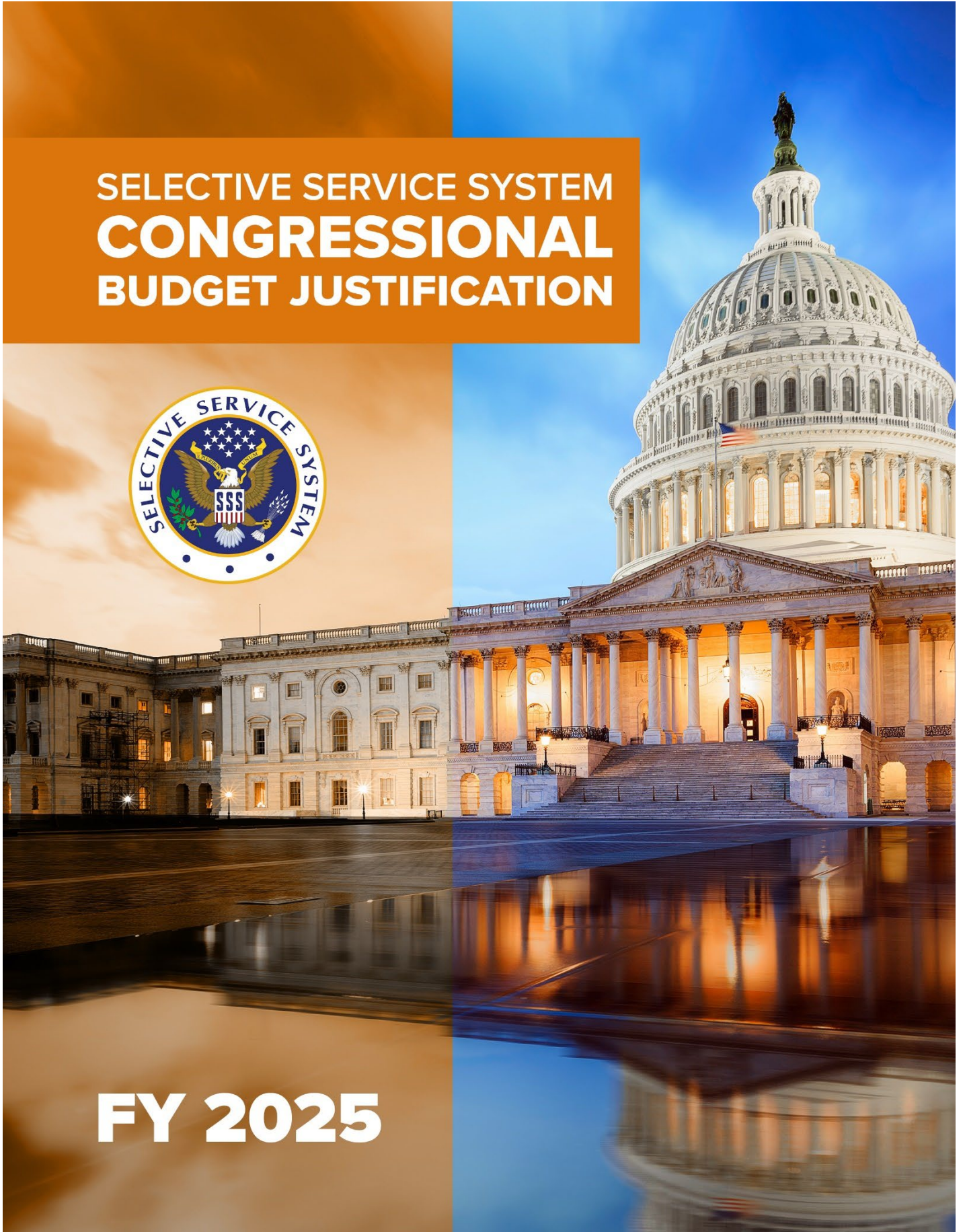


SELECTIVE SERVICE SYSTEM  
**CONGRESSIONAL**  
BUDGET JUSTIFICATION



**FY 2025**



## **VISION**

*To be a trusted, actively engaged national defense partner and the sole source of conscripted talent for national security in the event of a national emergency.*

## **MISSION**

*To register men and maintain a system that, when authorized by the President and Congress, rapidly provides personnel in a fair and equitable manner, while managing an alternative service program for conscientious objectors.*

**Selective Service System  
FY 2025 Performance Budget  
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## EXECUTIVE SUMMARY

The Selective Service System (SSS) Fiscal Year (FY) 2025 Congressional Budget Justification of \$33,499,000 is enclosed. This budget request reflects a \$2,199,000 increase from the FY 2024 budget request and is a \$1,799,000 increase from the FY 2023 appropriated amount.

Under Federal statute, 50 U.S.C. §3801 *et seq.*, SSS is the independent agency of the Federal Government that is responsible for preserving America's ability to conduct a fair and equitable military draft. With a notable history of public service spanning more than 100 years, the Agency will continue to uphold its significant mission to provide military personnel to the Department of Defense (DoD) during a time of national crisis. Its mission also includes administering an alternative service program in lieu of military duty for men classified as conscientious objectors (COs). SSS registration of men ages 18 through 25 directly relates to its strategic goal of readiness, in that it can support DoD during a national emergency and demonstrate America's resolve to international allies and adversaries.

This budget proposal does not envision or include requests for funding for any new mission requirements that may come from any other legislation now under consideration.

The FY 2025 budget request of \$33,499,000 will enable the SSS to support the Administration's goals, as well as those of its Agency Strategic Plan by:

- Enhancing the Agency's readiness through an even greater emphasis on operational planning, training, exercises, and assessments;
- Increasing the investment in SSS programs to improve registration compliance rates that were negatively impacted by the removal of registration requirements for Federal and state-level student aid by launching new targeted registration advertising campaigns, continuing to pursue driver's license legislation, and acquiring new data streams to support additional compliance mailings to remind young men to register;
- Implementing and maturing evidence-based decisions using its data sources, strengthening the management of its assigned military reservists, and driving additional improvements to its readiness.
- Modernizing the Agency's IT and cybersecurity to support day-to-day and mobilization needs and acquiring a new call center phone system as the existing system reaches end-of-life; and
- Elevating the employee experience to support enhancements to the customer experience.

## **Strategic Plan: Goals and Objectives**

In November 2023, the Selective Service System finalized an update to its Strategic Plan to align to its October 2022 Strategic Vision. The SSS Strategic Vision has accelerated Agency efforts in the areas of readiness, registration, and management excellence. This submission is aligned with the Strategic Vision and Strategic Plan and continues the Agency's effort to fully modernize its operations.

### **Strategic Goal 1: Readiness**

- Plan for, exercise, and assess the Agency's ability to respond to a request for an immediate return to full operation.
- Elevate the readiness of the selection, notification, delivery, and classification mission essential functions.
- Enhance the Agency's ability to execute the Alternative Service Program.
- Modernize the Agency's technology infrastructure to deliver day-to-day capabilities as well as the necessary capabilities for mobilization.
- Ensure resource management systems and personnel structures are scalable for mobilization.

### **Strategic Goal 2: Registration**

- Build on successful registration methods and identify new approaches to raise registration compliance rates.
- Improve the use of evidence and data analytics to evaluate registration methods against outcomes and cost.

### **Strategic Goal 3: Management Excellence**

- Deliver an excellent customer experience for all and measure success through feedback surveys, internal assessments, and focus groups.
- Provide collaborative, efficient, and effective resource management.
- Manage and promote programs that advance the SSS mission through external engagement.
- Modernize and document SSS policies and procedures.
- Identify, mitigate, and respond proactively to risks to SSS information systems and sensitive data while maintaining operational readiness.
- Elevate the employee experience at SSS.
- Provide effective human resource management and professional development opportunities.
- Advance equal employment opportunity and a work environment that embraces diversity, equity, inclusion, and accessibility.

## Performance Highlights

(\$ in thousands)

<b>Summary</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>FY 2025 Request</b>
<b>Strategic Goal 1</b>	\$9,540	\$9,105	\$9,612
<b>Strategic Goal 2</b>	\$14,171	\$10,649	\$11,438
<b>Strategic Goal 3</b>	\$7,990	\$11,546	\$12,448
<b>Total Budget Authority</b>	\$31,701	\$31,300	\$33,499

Note: Some totals in this table may be +/- 1 due to rounding

This FY 2025 budget estimate reflects Selective Service System's absolute minimum funding requirement to achieve the goals and objectives laid out in the President's Management Agency and in the Agency's Strategic Plan.

## STRATEGIC GOALS AND OBJECTIVES

### STRATEGIC GOAL 1: Readiness

#### Strategic Goal 1 – Description

The most essential component of the Selective Service System’s mission is to lead the national conscription program in support of DoD when directed by Congress and the President. The Agency is currently in an “active standby” status and is responsible for maintaining a registration and classification structure capable of immediate operations in the event of a national emergency. SSS also maintains personnel to initiate full operational capability, including trained military reservists.

SSS recently performed a mission analysis, which examined the baseline requirements outlined in the Military Selective Service Act as well as those that are required of any Federal agency. The outcome was a clear articulation of six mission essential functions that SSS must be ready to perform in the event of a national emergency, which are: 1) registration, 2) selection, 3) notification, 4) delivery, 5) classification, and 6) alternative service. This also informed the progress of one of the elements of the Strategic Vision: readiness.

The Agency then began a realignment to better execute the readiness mission. A key step in measuring progress towards readiness has been using metrics for the mission essential functions, specifically metrics built on the development of response plans, training information, annual exercises, demonstrations of capability, and information systems validation.

SSS uses the test, training, and exercises (TT&E) planning model as a tool for all operations functions at various levels of scope and scale. This model also augments its continuous modernization efforts, coupled with force structure, and sustainment of its mission essential functions. Planned and executed correctly, TT&E events aim to mitigate force structure constraints and enhance the flexibility and operational reach of the Agency.

**STRATEGIC OBJECTIVE 1.1: Plan for, exercise, and assess the Agency’s ability to respond to a request for an immediate return to full operation.**

#### Strategic Objective 1.1 Measures

- Exercise operational plans, systems, and processes to test the capability to immediately return to full operation, incorporating lessons learned.
- Review and update the SSS exercise plan to synchronize with DoD requirements and exercises.
- Shape and participate in the congressionally mandated DoD national mobilization exercise.

**STRATEGIC OBJECTIVE 1.2: Elevate the readiness of the Agency’s selection, notification, delivery, and classification mission essential functions.**

**Strategic Objective 1.2 Measures**

- Transition selection, notification, delivery, and classification plans into standard procedures.
- Update the memorandum of understanding and service level agreement with the U.S. Military Entrance Processing Command to reflect mobilization plan requirements.

**STRATEGIC OBJECTIVE 1.3: Enhance the Agency’s ability to execute the Alternative Service Program.**

**Strategic Objective 1.3 Measures**

- Transition alternative service plans into standard procedures.

**STRATEGIC OBJECTIVE 1.4: Modernize the Agency’s technology infrastructure to deliver day-to-day capabilities as well as the necessary capabilities for mobilization.**

**Strategic Objective 1.4 Measures**

- Maintain full operational capability for all delivered systems and applications.
- Maintain accreditation of all systems and applications.
- Manage and secure the Agency’s registration database in the FedRAMP cloud.
- Acquire a new call center phone system prior to the current system’s end-of-life.

**STRATEGIC OBJECTIVE 1.5: Ensure resource management systems and personnel structures are scalable for mobilization.**

**Strategic Objective 1.5 Measures**

- Exercise and test plans, processes, and systems, incorporating lessons learned.
- Incorporate any new inputs from operational workload study updates.
- Update directorate-level annexes to the Agency Response Plan.
- Accelerate the use of evidence-based decision making through leveraging data analysis tools and expertise.



## **STRATEGIC GOAL 2: Registration**

### **Strategic Goal 2 – Description**

Registration is the most publicly visible part of the Selective Service System’s mission and stands out as a mission essential function that occurs during peacetime and in times of national emergency. If conscription becomes necessary, the Agency must have registered as many eligible men as possible to assure the public of a fair and equitable conscription process. By registering, men comply with Federal law and remain eligible for certain student loans, job training, and government employment opportunities. In the case of immigrant men, their eligibility for U.S. Citizenship is protected through registration.

SSS continues to suffer declining national registration rates for men ages 18 to 25, largely driven by the loss of the requirement for a man to register with SSS to receive Federal student aid and the removal of the option to register on the Free Application for Federal Student Aid (FAFSA) form, which are both outcomes of the passage of the FAFSA Simplification Act in 2020. Since this method of registration historically accounted for up to 20 percent of all annual registrations, SSS expects the national registration rate to further decrease over the coming years.

### **STRATEGIC OBJECTIVE 2.1: Build on successful registration methods and identify new approaches to raise registration compliance rates.**

#### **Strategic Objective 2.1 Measures**

- Maintain the 18-year-old registration compliance rate.
- Maintain a national registration compliance rate of at least 80 percent for the full 18-25-year-old cohort.
- Use a registration data dashboard to track outcomes and identify future registration improvement approaches.
- Coordinate with other Federal agencies to identify ways to enhance registration awareness and completion.
- Gain support from and leverage partner agencies and organizations, including through joint events, to increase the SSS registration compliance rate.
- Expand and deepen relationships with key influencers (e.g., educators and coaches) to increase their awareness of the registration requirement.
- Engage with states and territories to increase awareness of driver’s license legislation (DLL) and pursue DLL in key states without it.
- Maintain annual referred website traffic from social media sites to the SSS public-facing website to increase registration awareness.
- Launch new targeted registration advertising campaigns.

**STRATEGIC OBJECTIVE 2.2: Improve the use of evidence and data analytics to evaluate registration methods against outcomes and cost.**

**Strategic Objective 2.2 Measures**

- Using data analysis tools, identify areas and populations within states and territories in most need of registration improvement and engagement.
- Conduct quarterly data analysis to ensure digital methods are having an impact on the registration compliance rate.
- Improve the use of registration data for trend analysis and synchronize advertising efforts to support registration improvement in low compliance areas.
- Conduct quarterly data analysis to ensure that social media algorithms are efficient and effective.
- Acquire new data streams to support additional compliance mailings to remind young men to register.

## **STRATEGIC GOAL 3: Management Excellence**

### **Strategic Goal 3 – Description**

The Selective Service System needs to maintain a high standard of performance in its management functions, and in program and project management. Moreover, as an independent Federal agency, SSS must capably execute functions expected of Federal agencies much larger than itself. SSS works to achieve the standard of being “always audit ready”, meaning that SSS is committed to doing the right things, the right way every time; having the needed policies, processes, resources, and systems in place; maintaining necessary administrative capabilities; and continually looking for best practices to implement to strengthen itself.

The Agency’s financial management team continues to focus on achieving an “unqualified” audit opinion under the auspices of the Accountability of Tax Dollars Act. SSS will enforce existing internal financial controls and use self-assessments, as well as annual financial audits, to establish new internal controls where necessary. It will continue to explore opportunities to create efficiencies and leverage shared services. These improvements will advance the integration of budget, accounting, contracts, and logistics in support of the specific goals and objectives provided in the Agency’s Strategic Plan. Additionally, the Office of Enterprise Integration will provide an enhanced internal assessment and program evaluation capability for SSS that will complement efforts within the Support Services Directorate and other Agency directorates.

In 2023, SSS initiated shared services for human resources and personnel security. This will enhance the Agency’s ability to provide exceptional support to its most valuable asset, its employees. As it looks to 2025, these services will provide SSS with a greater ability to continue to update its personnel policies and emphasize employee training and development. SSS will also focus on improving the employee experience, which ultimately enhances the customer experience for those who work with the Agency. This will include further empowering its workforce to carry out SSS’s mission through continuous improvement and innovation to maximize value, achieve operational excellence, and deliver quality results.

SSS also continues to modernize its branded content and strategic communications plan to disseminate clear and concise information to the public. This benefits programs across the entire Agency.

**STRATEGIC OBJECTIVE 3.1: Deliver an excellent customer experience for all and measure success through feedback surveys, internal assessments, and focus groups.**

**Strategic Objective 3.1 Measures**

- Maintain a comprehensive tracking mechanism for all external inquiries/requests managed by the functional area of request by FY 2025.
- Provide an initial response to customer inquiries received at the Agency's Data Management Center's call center within two business days.
- Maintain call center services using online virtual assistant support to the public by FY 2025.
- Provide an initial response to all public, legislative, and intergovernmental affairs customer inquiries within two business days.
- Provide an initial response and assign IT trouble tickets within one hour (during business hours).
- Maintain system and network downtime from FY 2024 levels.
- Collect yearly customer feedback surveys from SSS registrants through external platforms, including digital and mobile services.
- Redesign public-facing digital services.

**STRATEGIC OBJECTIVE 3.2: Provide collaborative, efficient, and effective resource management.**

**Strategic Objective 3.2 Measures**

- Fully employ a Future Years Selective Service System Program multiyear budget process.
- Maintain a prior-year funds lapse rate less than or equal to 0.5 percent of the Agency's annual appropriation.
- Maintain a full-time equivalent (FTE) count  $\pm$  two percent of the annual target.
- Ensure 90 percent of vendors submit invoices via the Invoice Processing Platform.
- Reduce the number and dollar value of upward adjustments to prior-year contracts to 0.25 percent or less.
- Conduct a full inventory of Agency assets with 98 percent accuracy, as to material, location, and quantity.

**STRATEGIC OBJECTIVE 3.3: Manage and promote programs that advance the SSS mission through external engagement.**

**Strategic Objective 3.3 Measures**

- Maintain overall social media impressions using FY 2023 data as the baseline.
- Review and update (annually) the Agency Strategic Communications Plan.
- Maintain the Agency's digital media following on all major social media platforms using FY 2023 data as the baseline.
- Identify opportunities in coordination with DoD, AmeriCorps, the Peace Corps, and other organizations for public engagement as it relates to national service and the importance of more Americans volunteering for national service.

**STRATEGIC OBJECTIVE 3.4: Modernize and document SSS policies and procedures.**

**Strategic Objective 3.4 Measures**

- Complete a full update of the Agency's authoritative library of policies and procedures by the end of FY 2025.
- Maintain and enhance SharePoint functions.

**STRATEGIC OBJECTIVE 3.5: Identify, mitigate, and respond proactively to risks to SSS information systems and sensitive data while maintaining operational readiness.**

**Strategic Objective 3.5 Measures**

- Complete the annual independent Federal Information Security Management Act audit each year with zero major findings.
- Take appropriate action in less than one hour after detection of a cyber threat.
- Ensure full compliance with all binding operational directives and CISA/OMB IT requirements.
- Review and ensure IT certification and training is tied to DHS National Initiative for Cybersecurity Standards for all required IT employees.
- Sustain the baseline training/certification for each job series 2210 IT specialist.
- Oversee secure monitoring and incident response services.
- Improve investigative and remediation capabilities by employing a centralized logging solution.
- Employ a network access solution that adopts Zero Trust cybersecurity principles and complies with OMB Memorandum 22-09, *Moving the U.S. Government Toward Zero Trust Cybersecurity Principles*.

**STRATEGIC OBJECTIVE 3.6: Elevate the employee experience at SSS.**

**Strategic Objective 3.6 Measures**

- Continue to solicit active employee involvement in the decision-making process for quality-of-life and employee engagement improvement initiatives.
- Maintain the global satisfaction score, as measured by the Office of Personnel Management's Federal Employee Viewpoint Survey.
- Ensure comprehensive communications and integration of effort across Agency directorates and offices.

**STRATEGIC OBJECTIVE 3.7: Provide effective human resource management and professional development opportunities.**

**Strategic Objective 3.7 Measures**

- Review and update as necessary the Human Capital Management Plan.
- Ensure the Agency's shared services for human resources are meeting or exceeding standards.
- Enhance the Agency's military reserve management capability.
- Maintain individual development plans for 95 percent of all full-time employees.
- Ensure that 90 percent or more of SSS personnel achieve full certification (as defined for their position) by the end of FY 2025.

**STRATEGIC OBJECTIVE 3.8: Advance equal employment opportunity and a work environment that embraces diversity, equity, inclusion, and accessibility.**

**Strategic Objective 3.8 Measures**

- Sponsor, or provide access to, at least four special emphasis program events annually for SSS full-time employees.
- Work to ensure that Agency employee diversity mirrors that of the overall Federal workforce.
- Identify and use job-listing resources, in addition to USAJOBS, that maximize the reach of job announcements to diverse groups.

## APPROPRIATION LANGUAGE SHEET

Federal Funds

General and special funds:

### **SALARIES AND EXPENSES**

For necessary expenses of the Selective Service System, including expenses of attendance at meetings and of training for uniformed personnel assigned to the Selective Service System, as authorized by 5 U.S.C. § 4101–4118 for civilian employees; hire of passenger motor vehicles; services as authorized by 5 U.S.C. § 3109; and not to exceed \$1,000 for official reception and representation expenses; \$33,499,000: Provided, That during the current fiscal year, the President may exempt this appropriation from the provisions of 31 U.S.C. § 1341, whenever the President deems such action to be necessary in the interest of national defense: Provided further, That none of the funds appropriated by this Act may be expended for or in connection with the induction of any person into the Armed Forces of the United States.

**SELECTIVE SERVICE SYSTEM**  
**PROGRAM AND FINANCING SCHEDULE**  
(\$ in millions)

Identification Code 90-0400-0-1-054	<b>FY 2023</b> <b><u>Actual</u></b>	<b>FY 2024</b> <b><u>Estimate</u></b>	<b>FY 2025</b> <b><u>Estimate</u></b>
<b>Obligations by program activity:</b>			
Total Obligations	\$36	\$31	\$33
<b>Budgetary resources available for obligation:</b>			
Unobligated balance	\$4	\$2	\$4
Appropriation	\$32	\$31	\$33
Spending authority from offsetting collections	\$1	\$1	\$1
Total budgetary resources available	\$37	\$34	\$38
Unexpired unobligated balance, end of year	\$1	\$3	\$5
<b>Changes in obligated balances:</b>			
Unpaid obligations, end of year	\$15	\$5	\$4
Obligated balance, start of year	\$10	\$15	\$5
Obligated balance, end of year	\$15	\$5	\$4
<b>Budget authority and outlays, net:</b>			
Outlays, gross total	\$30	\$41	\$34
Federal sources	\$1	\$1	\$1
Budget authority, net discretionary	\$32	\$31	\$33
Outlays, net discretionary	\$29	\$40	\$33
Budget authority, net total	\$32	\$31	\$33
Outlays, net total	\$29	\$40	\$33

Note: Some totals in this table may be +/- 1 due to rounding.



**SELECTIVE SERVICE SYSTEM  
OBLIGATIONS BY OBJECT CLASS  
(PERSONNEL SERVICES AND BENEFITS)  
(\$ in thousands)**

<b>Object Class</b>	<b>Description</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Estimate</b>	<b>FY 2025 Estimate</b>	<b>+/-</b>
11.1	Full-time permanent	\$12,527	\$13,756	\$15,031	9%
11.5	Other personnel compensation	\$259	\$141	\$148	5%
11.8	Special personnel services payments	\$1,518	\$1,500	\$1,570	5%
12.0	Civilian personnel benefits	\$4,571	\$4,948	\$5,395	9%
<b>Total</b>		\$18,877	\$20,345	\$22,144	9%
	<b>Requested FTE</b>	122	124	123	
	<b>Actual FTE</b>	121			

Note: Some totals in this table may be +/- 1 due to rounding.

**SELECTIVE SERVICE SYSTEM  
OBLIGATIONS BY OBJECT CLASS  
(CONTRACTUAL SERVICES AND SUPPLIES)  
(\$ in thousands)**

<b>Object Class</b>	<b>Description</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Estimate</b>	<b>FY 2025 Estimate</b>	<b>+/-</b>
21.0	Travel and transportation of persons	\$103	\$187	\$177	-5%
23.1	Rental payments to GSA	\$1,051	\$1,058	\$1,058	0%
23.2	Rental payments to others	\$10	\$70	\$69	-2%
23.3	Communications, utilities, and miscellaneous charges	\$1,771	\$2,310	\$2,007	-13% <sup>(1)</sup>
24.0	Printing and reproduction	\$208	\$326	\$242	-26% <sup>(2)</sup>
25.1	Advisory and assistance services	\$2,894	\$2,039	\$2,096	3%
25.2	Other services from non-Federal sources	\$2,084	\$1,409	\$1,435	2%
25.3	Other goods and services from Federal sources	\$1,442	\$2,022	\$2,132	5%
25.4	Operation and maintenance of facilities	\$1,314	\$66	\$60	-8%
25.7	Operation and maintenance of IT systems	\$486			0%
26.0	Supplies and materials	\$126	\$266	\$488	84% <sup>(3)</sup>
<b>Total</b>		\$11,493	\$9,753	\$9,764	0%

(1) The agency will reduce compliance mailings to absorb the FY24 pay raise.

(2) The agency will reduce various printing requirements to absorb increased costs in shared services and lifecycle ScanMax machines.

(3) Increase supports implementation of new Driver's License Legislation Initiatives.

Note: Some totals in the this table may be +/- 1 due to rounding.

**SELECTIVE SERVICE SYSTEM  
OBLIGATIONS BY OBJECT CLASS  
(ACQUISITION OF CAPITAL ASSETS)  
(\$ in thousands)**

<b><u>Object Class</u></b>	<b><u>Description</u></b>	<b><u>FY 2023 Actual</u></b>	<b><u>FY 2024 Estimate</u></b>	<b><u>FY 2025 Estimate</u></b>	<b><u>+/-</u></b>
31.0	Capitalized Equipment	\$580	\$439	\$774	76% <sup>(1)</sup>
31.5	Non-Capitalized Equipment	\$748	\$763	\$817	7%
<b>Total</b>		\$1,329	\$1,202	\$1,591	32%

(1) Increase supports procurement of a new call center phone system

Note: Some totals in this table may be +/- 1 due to rounding.

**SELECTIVE SERVICE SYSTEM  
SALARIES AND EXPENSES  
PERSONNEL SUMMARY  
(\$ in hundreds)**

	<b>FY 2023 <u>Actual</u></b>	<b>FY 2024 <u>Estimate</u></b>	<b>FY 2025 <u>Estimate</u></b>
<b>Identification Code 90-0400-0-1-054</b>			
Total number of RSMs on board <sup>(1)</sup>	104	100	100
Full-time equivalent employment	121	124	123
Average ES/EX salary	\$185,627	\$195,280	\$199,185
Median GS grade	GS-12	GS-12	GS-12
Average GS salary <sup>(2)</sup>	\$105,436	\$110,919	\$113,137
Average RSM salary <sup>(3)</sup>	\$18,988	\$19,975	\$20,874

(1) Reserve Service Members (RSMs) are maintained at a maximum level of 163 billets. Of this amount, SSS reimburses the DoD for 138 billets. The on-board reimbursable strength is 79 billets (the actual strength in FY 2023). The estimated reimbursable strength in FY 2024 is 75 billets, and in FY 2025 is 75 billets. The non-reimbursable strength in FY 2023 was 25 billets, and is estimated to be 25 billets in FY 2024 and FY 2025.

(2) Average GS salary increase reflects a planning assumption of 2 percent increase in pay for civilian employees and 4.5 percent increase in military personnel in calendar year 2025.

(3) Average RSM salary includes drill pay and allowances (P&A), annual training P&A, pension costs, pay raises, and DoD published pension factors.

Note: Some totals in this table may be +/- 1 due to rounding.



**SELECTIVE SERVICE SYSTEM**  
**ARLINGTON, VA 22209**